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FRED L. MAYTAG

A Biography

BY

A. B. FUNK

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FRED L. MAYTAG

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INTRODUCTION

TWO MOTIVES, I am confident, inspired the writing of this Biography of Senator Maytag by his well-nigh lifelong friend and associate in many things, Senator A. B. Funk: One was his conviction that the achievements of this man whose life story he has so well told, deserved to be set down in such form and manner as would constitute a permanent record; another motive was that this story afforded him an opportunity to illustrate, by means of things concrete, the philosophy touching some vital and fundamental matters which has its foundation in the rich experience of a rare soul, whose life span stretches from the days of sod houses to the airplane and radio.

In Iowa, this author is well known. Elsewhere, it may interest the reader to know something of his background. For years, he was one of the most widely quoted editors in the state. He served Iowa in the State Senate during six sessions of the General Assembly and through one extra session. He took an active and determining part in not a little epoch making legislation. He was one of the original members of the State Board of Education, where his sound judgment and unfailing tact helped significantly in the formative period of this important agency of administration. He has been in service as Industrial Commissioner since 1915. Employers and employes, lawyers and judges

and the people generally agree that no one could have developed this vital agency with greater wisdom than Senator Funk. He is familiar with affairs public and private throughout the state, as he is with the character and career of the outstanding industrialist which he so faithfully interprets. His philosophy of life, which may please or provoke, has its inception in rugged experience and finds expression in frank avowal. Into this narrative he has brought picture and precept drawn from interesting contact with an interesting period in an interesting field of human activity.

From first to last, it has been the performance of what he looked upon as, in a sense, a duty. In its entirety, it has been a labor of love.

We are living in a time when many of the ideals most cherished by those whose blood flows in our veins are being challenged wholesale. The process has been gradual rather than sudden, as many have supposed and taken for granted. The president of a long established and conservative college declared only the other day that a pious person on a college campus anywhere in America was more or less of a curiosity, and was considered "queer." Contrasting present day campus spirit with that of one hundred years ago, he pointed out that the change had been a slow, not a swift, process. The changes which today make society sanction many things in behavior which once were taboo, have been likewise more or less slow and insidious. The culmination, perhaps, has been rapid — like the on-rush of a flood, the waters of which had been held back by a dam which

imperceptibly was being undermined throughout a long period of time.

The story of the life of Fred L. Maytag is an exemplification of the truth, as Kipling saw it, that "The gods of the copy book headings, I notice, outlast them all." It is a story of difficulties overcome, of obstacles brushed aside, of defeats turned into victories, and, finally, a clear exposition of a truth too seldom recognized, that whoever achieves great success in industry, of necessity, benefits his fellowmen as much as he benefits himself. We are apt to be envious of the possessors of great wealth, because we mistakenly think that the possessors of great wealth employ all of it for their own pleasure and that of their families. It is impossible for any rich man to do this, and for the most part it is impossible to build up a great fortune without indirectly helping everybody. Practically every great fortune produced by industry, as distinguished from speculation, has been the result of making cheaper and more accessible something which adds to human happiness and human comfort. The Maytag fortune was no exception to this rule.

The story of the life of Fred L. Maytag, a great industrialist, and a great citizen, from beginning to end, has been told with that simplicity of expression and clarity of thought which have always characterized Senator Funk's writing and thinking. It is a story which will hold the attention of the reader from the first chapter to the last. May the writing of it cause those, who, like Senator Maytag, have won some of the

great prizes of life, to emulate him in contributing of his abundance to "the cause which needs assistance." It is a story which should be an inspiration to youth. It refutes the fallacy that thrift, industry, perseverance and courage are out-moded. Regardless of how far we may depart, now and then, from principles as changeless as the laws which govern the procession of the seasons, we must, soon or late, confess our folly and acknowledge that "the old commandments stand."

This book should find a place in every high school and college library, in Iowa at least. As it is not to be placed on sale, it can not be a "best seller." It should be, however, in the state of the subject's achievements in industry and in statecraft, a most popular biography.

Cedar Rapids, Iowa, W. R. Boyd
February 18, 1936.

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FOREWORD

THE INCIDENT of marriage relationship brought Fred L. Maytag and the Author together more than fifty years ago. Not much in the way of actual contact was required to establish between us a bond of friendship that has grown and strengthened through the fleeting years.

I have known him and taken his measure in all phases of his eventful manhood career. I have sensed his joys and sorrows, his triumphs and defeats, since he began putting in his best licks to earn a six hundred dollar salary. I have witnessed his growth of mind and soul as he increased his range of activity in business, in politics, in public service and in his remarkable stewardship of his ample fortune produced by sheer force of character and genius.

I have given and taken with him in business deals and business situations that try the metal of manhood in the flow of friendship. Through all the years I have found that, take him for all in all, Fred Maytag is a man by no means common among the manhood of his generation. His achievements, his contribution to the more worthwhile interests of life and the doors of opportunity he has opened to thousands less gifted in accumulation are well worthy of preservation in form more enduring than fickle memory or sporadic newspaper report.

Due to the element of coincidence I am the better enabled to visualize the Maytag boyhood. When Fred was remodeling the face of nature with "Dick" and "George" on the Marshall county farm I was "sod busting" in Hamilton county with "Buck" and "Baldy," horned steeds utterly depraved and perverse. His act was the more unusual, however, because he was a little under ten while I was a little over thirteen.

In common experience we snared or drowned the whistling gopher, assembled the alluring chewing gum from the stately rosin weed and haunted the "ole swimmin' hole," when, mayhap, there was fitful release from engagement in field and feed lot. My father, too, erected buildings for the more affluent pioneers leaving me at home to hold the farm together and when I could to sit at the trickling fount of primitive learning at the remote and humble local dispensary. And in the years of young manhood there was further mutuality in rugged conditions and rigid circumstance.

As we both can testify, it's a great life, full of inspiration and opportunity.

In pursuit of the purpose best to serve the interesting situation I have assigned to others the dealing with matters with which they are essentially familiar.

No man is better equipped to tell the story of Mr. Maytag in his relations with his home town than Mr. James R. Rhodes, editor of the Newton *Daily News*.

During most of the time when Mr. Maytag was in the state Senate, Mr. Ora Williams was well-known

and accomplished legislative newspaper reporter with especial opportunity to measure the Senator from Jasper and his work.

Beginning at a wage less than a dollar a day Roy A. Bradt, while yet a comparatively young man, has taken prominent rank in Maytag organization and come into close confidential relationship with his chief. This experience accounts for the skillful interpretation he gives of Maytag methods and personality.

All of us writing herein have been singularly free from the slightest pressure tending to influence the most unbiased and conscientious expression. It has required effort on my part to pull out of my subject information reflecting substantial credit upon himself. His only requests have been in the way of modest suggestion for recognition of members of his staff and employes deserving of especial consideration. While he speaks feelingly of his staff and subordinates in general he has especial regard for the Maytag Secretary, Mr. Sparks, who has through the larger part of his manhood life made such substantial contribution to Maytag success.

Des Moines, Iowa,
January 12, 1936.

A. B. FUNK

EARLY LIFE

CHAPTER I

BACKGROUND

AN EMINENT American divine once said that while it is well to give consideration to the second birth it is very important to be well born the first time.

Being well born does not require the possession of rank or riches or of peculiar genius. In the light of experience by no means rare such ancestral endowment affords no substantial guaranty as to the transmittal of virility and character that make for manhood sterling and successful.

This narrative may not lose interest by a little digression from chronological order. Some years ago, while roaming about Europe, Senator Maytag had uppermost in his itinerary a visit to the home of generations of Maytags in the shire town of Lenzen in the province of Prussia. Here he found a few surviving relatives and there were quaint men and women aged and infirm who amiably alluded to memories of the lad, Daniel Maytag, when he lived among them. An object of absorbing interest was a Lutheran church which had recently celebrated with ceremony and distinction the building of its house of worship a thousand years earlier. In this ancient edifice he was shown the register of the Maytag family line back for several centuries. It there appeared that for generations the chief occupa-

tion of Maytag menfolk had been teaching. It was of record that in the year 1833 Daniel William Maytag, father of the visitor, was here duly christened. Provision for a memorial family window, the result of moving memories inspired in this consecrated presence, was gratefully acknowledged.

Daniel Maytag broke the family line of school teachers. At the age of nineteen years he had mastered the trade of carpentry. He had reason to feel that he could sustain himself and meagerly support a family within the narrow limits of the local field but he had visions of a larger life. Across the sea a land of opportunity was beckoning to the aspiring and stout-hearted. The young man had faith in himself and confidence in his capacity to share in the larger rewards promised by the American frontier.

So with limited material resources, but without fear as to consequences, Daniel Maytag, just entering the years of manhood, set out for the land that was to crown his energy and his character with substantial success.

This was in the year 1852. The destination of the immigrant was Chicago, then a mushroom town apparently poorly located but rapidly growing into distinction. The state of Illinois was largely in a state of nature. Settlement was chiefly near the streams with wide open spaces of prairie and much of virgin forest.

After a year in Chicago at his trade Daniel secured work in building construction in the village of Independence, Iowa, containing a few hundred souls. This was before the state had a single mile of railroad. Many

Maytag Ancestral Home, Lenzen, Prussia.

Built about 1810.

Daniel and Amelia Maytag.

of its counties were unorganized. Nothing served to make this engagement anything but fortunate, however, in its influence upon his future and the welfare of his children.

Amelia Tonebon had recently arrived from Hanover in a sailing vessel thirteen weeks afloat that staggered into New Orleans with a half famished passenger list and crew. These twain spoke a common language of a common country. Casual meeting disclosed common interests and developed mutual regard. So they were united in marriage which held them in common purpose and in enduring devotion all the days of their lives. The home they established, the ten children they reared to definite usefulness and success and the lives they led all were consistent with sterling character and real achievement. When this life record was complete it was most fitting to say: "They rest from their labors and their works do follow them."

The picture of Daniel and Amelia Maytag appearing herewith is significant of unusual personality.

CHAPTER II

ADVENT

RETURNING with his bride to Cook county, Illinois, Daniel Maytag engaged in an unsuccessful farming enterprise but there was compensation worth while in the fact that on July 14, 1857, Frederick Louis Maytag here began his eventful career.

Several years later the family moved to a small farm in Clay county, Illinois. There were then two little boys who on the way relied substantially for sustenance on the family cow tied to the rear of the covered wagon. After several fairly successful years this farm was sold. The older little boy was thrilled by the sensation of seeing the purchase price in stacks of gold coin, one dollar of which was then worth more than two dollars of paper money.

In the spring of 1865 the family moved again, this time to the town of Mattoon, Illinois. With modest capital a building was erected in the suburbs and stocked with groceries, the structure also serving as the family home. Here at the age of eight years Fred began work in sales delivery to customers of the little store. After many years, and when he qualified as a big business man he enjoyed a visit to this early home, the scene of his first business activity.

This business venture was moderately successful but

Birthplace of F. L. Maytag.

Left wing added later.

it did not satisfy the sanguine soul of Daniel Maytag. Children to the number of five then blessed his abode. He was not making progress consistent with his sense of responsibility. He must seek a field of activity more in keeping with his aspiration and his requirement.

He had lived in Iowa and became impressed with its rare agricultural resources. The Iowa farmer was demonstrating the fertility of its soil and the railways were opening to him the markets of America and the world.

So the opportunity to trade his Mattoon property for a quarter section of prairie land in Marshall county seemed to Daniel Maytag just about what he was looking for, and so the deal was closed.

In October of 1866, Daniel and Amelia and the little ones moved to Iowa in a prairie schooner. A little house was built on the new purchase. The winter was cold. The newcomers made the acquaintance of the fierce Iowa blizzard.

Then along came another deal that helped the family fortunes. Selling this one hundred and sixty acres at $12.50 per acre, a half section was bought in the same county about half way between Marshalltown and Newton at just half this price per acre. Then there was another home to build but building was in the Maytag line. On a sightly eminence a house arose which after the lapse of seventy years still stands as part of a more pretentious structure. It was then two miles from the nearest neighbor.

This was the last move of Daniel Maytag. He was

now firmly anchored for life. He had established himself in character and efficiency and a successful future was definitely foreshadowed. The opportunity he had sought was now secure and he was content to work out his own manifest destiny. Here his group of five daughters and as many sons came to full maturity, going out into the world well grounded in the elements of character and usefulness. Here he would round out his own successful life giving good account of himself in the discharge of manhood duty and responsibility.

There is sentimental interest in the fact that among the more highly prized possessions in the vast estate of Senator Maytag is this old home farm where his respected parents so successfully wrought and where he himself so securely laid the foundation of outstanding success.

CHAPTER III

ADVENTURE

MEANWHILE the family first-born was coming along into usefulness. In tender years he was no deadhead in the family enterprise. If it were nothing more than baby tending, in which there was plenty to do, he early became a family asset. Before he was eight he was a delivery boy for the Mattoon grocery and in his small world there was always enough work to go around.

On the south Marshall farm one thing very important was the bringing of the prairie land under cultivation. Making use of his skill as a mechanic the father for a number of years was building by contract farm houses and barns, school houses and country churches. The oldest boy was left to keep things going on the farm while his father was hustling for family support.

This was in 1867. Fred was ten years old July 14th. Before that date he had to his credit eighty acres of broken sod. It is interesting to contemplate this marvelous achievement on the part of a boy little taller than the plow handles. His implement was a 14-inch rod breaker which must have weighed not less than 200 pounds. At its beam end were attached the heavy double- and single-trees. At the end of each furrow this heavy outfit must be wangled into position to tackle another strip of turf — a real man's job. Then the

business would proceed uneventfully unless and until the process was interrupted by some hazard of the furrow.

More or less of a terror to the lad was the interloping red root which all too frequently challenged the passage of the powerful plow. If its share were sharp and the contact favorable there was a chance to get by with only a heavy jolt. Otherwise it was just too bad for the boy. The plow would leave the furrow jerked a considerable distance by reaction to the impact. Then there was nothing to do but to drag it and its heavy doubletrees (pulling attachment) back by main strength to where it left the furrow. The days were long and hot, the work exceedingly heavy. In their gay young horsehood in Illinois old Dick and George had blithely leaned into the collar and had later cheerfully drawn the covered wagon to the land of promise, but the zeal of youth, the zest of pursuit was waning and there was mutual yearning for repose from heavy work on a hot day. They did not lie down on the job. They were, however, reluctant to go into reverse with their spavined legs at the shrill command of the youngster desperately struggling with the more or less earth-bound plow. Some tears and some naughty words may have been released by the undersized superintendent of power but the furrow was finally cleaned up and made straight as was always his way of doing the work next to his hand.*

* Since this incident was noted I have witnessed a scene strangely significant of Maytag growth and the march of mechanical and agricultural progress. On a seven thousand acre farm of Senator Maytag's in southern Manitoba I saw a gang breaking plow, drawn by an Iowa made tractor,

The Iowa farm boy of the earlier years was a definite family asset. He was the family stop-gap in many situations of emergency. There was helpful work for his chubby hands soon as he could find his way around, and this was soon enough. In tender years he ofttimes did a man's work and odd jobs while the men were resting. In harvest he carried bundles and went to fill the water jug when work was held up by machine tinkering. In corn-husking he drew, of course, the "down row" of unhappy memory, digging the ears out of the snow after they had been mussed over by the horses and making longer throws than the other huskers. The lofty lopsided bumpboard for the single husker had not then arrived. In threshing Johnny was parked on the straw stack which filled him so full of beards he could hardly get his shirt off at bed time. And then there were chores and more chores, morning, noon and night and between times. He went barefoot from choice in spite of stone bruises and sore toes not to mention the woeful bath of his sore feet at the close of his codeless day.

But who ever heard of a frontier farm boy running away from the farm merely because he had so much to do. He stayed on the job to help pay for the farm and to establish a career in which he would give a good account of himself. If or when he finally left the farm it was due to appealing demand elsewhere for such character and efficiency as the farm so abundantly pro-

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easily managed by a single operator, turning over prairie sod at the rate of fifteen to eighteen acres a day, ten times the capacity of the Maytag outfit. — A. B. F.

duces. Call the roll of the men of affairs in any city and learn how largely its business and affairs are in the successful control of boys from the farm.

What these frontier farm boys had to do and to endure may to a later generation seem cheerless, even cruel, but they themselves in mature manhood have not looked at it that way. The long days and full hours, distance from school, trying weather exposure and limited personal indulgence are recalled in serenity of spirit and related with evident satisfaction. Observation supports the conclusion that in town or in country a coddled childhood usually makes for a muddled manhood while rugged requirement cheerfully conserved puts iron into the blood stream of maturing manhood, increasing mental and moral as well as physical vigor.

Fred Maytag was a striking example. Before he was ten doing a man's work in getting the new farm into production, then following through with head and hands till the call of industry could not be resisted. Out in the world of large affairs he has taken his place among so many formidable factors fitted on the farm for the world's outstanding achievements.

The Marshall county Maytags had the advantage of most pioneers in the mechanical efficiency of the head of the family but his absence from home put on young shoulders burdens beyond tender years. In this trying situation, however, Fred began the habit of making good which as the years came along served him substantially.

CHAPTER IV

FRONTIER FARM LIFE

LIFE ON the Iowa prairies in the years following the Civil war was made up of experience that in these softer and more seductive seasons might seem dark and doleful but times and temperament then were different. The settlers, most of them, came out of conditions much more physically comfortable and less morally straining. With eyes wide open to its meaning they deliberately chose to take on greater responsibility and to endure any necessary pioneer hardship in return for the richer opportunities afforded to themselves and to their children.

The cash capital of the individual adventurer was usually counted in limited hundreds. As a rule he came with a single team of horses drawing all the goods and gods of the household with perhaps the family cow as a trailer and a pig or two at the tail board. There was shelter to provide for the family and the stock. There was nothing to expect from the land the first year except perhaps a little sod corn for feed. Commonly there was a mortgage to deal with representing interest and deferred payments of principal. How best to plan and to proceed was a problem for an active mind and a stout heart. The frontier did not appeal to the frail or to the faint in spirit. These men were in

good health with plenty of moral stamina and a fine understanding of fundamentals else they would not have broken away from the old home and the old home comforts.

Back in the serious sixties and severe seventies living was necessarily plain but there was no suffering from hunger or humiliation from forced economy. There was not much variety in raiment nor indigestion from pampering pabulum. No green thing appeared on the table from the first heavy frost until the arrival in the spring of the savory wild onion and the succulent mustard greens. Pork was the chief flesh food of the pioneers and there was little fresh meat except in cold weather. Killing time was attended with revels in spareribs, pigs feet, sausage and head cheese. When things got to going on the farm chickens were no luxury as they brought so little in town. When eggs were around eight or ten cents, as they usually were, "hen fruit" was used liberally. When butter was above fifteen cents, as it rarely was, domestic general orders required assault discreet and conservative on the butter dish and the cream pitcher. Interest and taxes had to be paid. There was plenty of "long sweetnin" with sorghum molasses as a base. Most of the earlier settlers lived within easy reach of the timber where there was usually considerable in the way of edibles such as crab apples, plums, gooseberries, and grapes for jellies and jams as table trimming, and nuts to crack in long winter evenings.

Those were days of rare hospitality. The latch string

Daniel Maytag Farm Home.

was always out to the prairie pilgrims as well as to the nearest neighbor. In those years there was visiting worth while. Formal calls were not in fashion. The women came with the children for an all day good time, with the men folks in to supper. To kill a chicken and churn for company was a domestic delight. When company came for the week-end the way those narrow quarters could be made to "sleep" a crowd is entirely beyond modern comprehension.

As kindred spirits in a common adventure these settlers with their limited resources did what they could to promote community interests. They had come to stay. They understood the value of schooling and the importance of giving their children all possible school privilege. They had usually brought their religion with them in open containers for convenient use. The itinerant preacher was made welcome and when the weather would permit the Sunday school was in active commission. The singing school and the spelling school tended to promote art and education as well as love's young dream. Dancing was not always encouraged but the young folks managed frequently to enjoy the rhythm and the resilience of the conventional cotillion, the merry monie musk and the more sociable schottische. On special occasions the old folks might shake a fantastic foot themselves. Even in early Iowa settlement the literary society was not unknown.

At the age of thirteen years Fred was taking a man's place in the full performance of general farm work. His head as well as his hands were working overtime.

CHAPTER V

THE FARM BOY MAKING GOOD

FRED MAYTAG was now fifteen. His schooling had been very intermittent and in the aggregate exceedingly limited. When the farm work was over for the season and the hauling was done there was little time available even in the winter for communion with the country school teacher. Now intervenes an incident of peculiar interest. The pastor of the community Evangelical church had observed the unusual capacity of the boy for memorizing the catechism and verses of Scripture. It occurred to him that here was a promising subject for clerical orders so the parents were prevailed upon to give Fred a term at Northwestern College, a denominational school at Naperville, Illinois. While there was in the enterprise disappointment for the kindly dominie it was of much value to a career of outstanding importance. This experience is contemplated with much satisfaction by Mr. Maytag. It was a privilege used to the limit by a boy eager for life equipment.

As one of the high lights of school life this incident is recalled. Early in the term students were required to set down in writing a text appearing on a blackboard. Fred did his best but was soon advised by a schoolmate that in this case the best is not for the best as he would be required at the end of the term to duplicate the

process in order to show degree of improvement in competition with all the class. When the test came he borrowed a gold pen and exhausted his capacity in ornate chirography. He was later asked to perform in the presence of witnesses. He tried to stall with excuse that he had no fit pen but immediate action was demanded. Then before the whole class he was presented with a gold pen for excellence in execution.

The enjoyment Senator Maytag insists he had on the farm did not include any considerable program of light amusement. Satisfaction must have been chiefly in the consciousness of increasing efficiency and in the joy of achievement. He was getting results and this was most worth while to a boy who took life not solemnly but seriously.

The community of course was not without some opportunity for the overflow of youthful exuberance. There was an occasional party where games intrigued or the decorous cotillion was exemplified. Then the singing school sometimes brought the young folks together. Fred was not vocally equipped to share in this performance but he could stick around and go home with the neighbor girl to his liking. At the spelling schools he took no back seat. It frequently devolved upon him to "choose up sides" and he could remain on his feet with the best of them.

As everywhere the glorious Fourth made successful appeal. On one such occasion there was embarrassment due to the low ebb of the Maytag cash reserve. The stress of stringency was eased, however, by a grant from

Dad of a bag of wheat. Its sale realized probably one dollar and a half with which the two older boys no doubt felt well equipped. Then there was a later Fourth which is recalled with interest. Light vehicles were in those days not much in action among the Iowa farmers. There was some class in a spring seat attachment to a lumber wagon. In the gratification of personal pride and out of consideration for the girl of his choice Fred carried such a seat over half a mile where he joined with a neighbor boy in transportation equipment for the occasion.

While yet a mere boy Fred became interested in the operation of threshing grain. Within his brief lifetime there had been much development in this process. It may be stated advisedly that as late as 1860 grain was sometimes still threshed by the tramping of horses. There was then a thresher consisting of nothing but cylinder equipment to hull the seed and nothing more. Straw was dragged away by a horse with extended tugs each hitched to the end of a rail or pole.

At the time Fred came into action the thresher was comparatively complete in hulling, separating and cleaning the grain and carrying the straw to the men making a stack. Energy was by horse power. Five span hitched to long sweeps went round a circle under the inspiration of a driver perched in the center using a long-handled whip with language more picturesque than polite in touching up the dilatory Fan or Jack. There was in the threshing game, in its crew and their boisterous activity much to excite the interest of a live boy.

Diplomatic persuasion extracted a promise from Dad that if there was a good crop next year he would send Fred out with a new machine. Fortune smiled on the farm and the pledge was made good. So at the age of sixteen this lad was given the serious responsibility of soliciting jobs, operating the equipment and settling accounts with farm customers. For seven successive falls he continued these campaigns apparently with general satisfaction. It was a strenuous life with long days, hard work and much responsibility but it had its part in the molding of character and the making of life equipment.

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When he was twenty-one Fred was given a team of young horses by his father. He had no difficulty in buying a new wagon on time. Looking about for something to do to bring in a little money in an off time he secured a contract for supplying coal for the winter to the school houses of the home township. The hauling was from mines several miles south of Newton, the distance driven being about twenty miles. In order to avoid delay in loading it was necessary to leave home very early in the morning to reach the mines by daylight. Mother would put up a lunch to be left at a Newton feed barn to thaw out for consumption on the way home as the horses were baiting. If the roads were heavy the arrival would be late at night.

The coal hauling contract referred to got away to a promising start in the early winter. Up at 2:30 o'clock a.m., setting out for the barn with a lantern, throwing feed to the horses and as they fed giving them stirring

surface treatment with a curry comb and polishing with a brush. Then the master of the situation hurries to the house for a hasty breakfast. The horses are harnessed and hitched and off for the mine. They feel foxy in the cold and the lines are firmly grasped to hold them in control. On the high spring seat of the new lumber wagon the driver is indulging pleasing memories inspired by a promising outlook. But less than a mile had been covered when wham — a horse was down. Even in the dense darkness it was soon apparent that the poor beast had met his doom by stepping into a deep rut, breaking a leg. On the return trip for a borrowed horse the dream had changed for profit on the winter's work had vanished. "F. L." points out the scene of that early morning tragedy with a sigh in recalling his first business calamity. It is more outstanding in his memory than later losses expressed in six figures.

CHAPTER VI

BREAKS INTO BUSINESS

FRED L. MAYTAG was now at the parting of the ways. Was he to continue close to the soil or was he to enter upon a business career? He was on good terms with the farm, the family and the farmer folk of the neighborhood. Farm work and farm ways were not to him disagreeable. The hot and dusty fields, the long laborious hours had for him no vexation of spirit.

Daniel Maytag had made the most of opportunity. An additional quarter had been added to the original half section. Four hundred acres were under the plow. The years on the farm had been years of low farm markets but he was out of debt with a good farm equipment. He enjoyed the confidence and esteem of the neighborhood and as a man of judgment and character and public spirit he had been called to service in local affairs.

For a dozen years he had leaned confidently and comfortably on this dependable son and he was reluctant to have him leave the old farm. He supplemented personal appeal with an offer of an eighty with a house on it. This would have been a tidy start. The son had a sure future in the work with which he was so familiar. He could easily have foreseen the possession of accumulating broad acres, of herds and flocks and droves and

a position of influence as a master farmer of the countryside. He declares he had in those days no dream of opulence, no vision of place and power. Nevertheless the world of business was calling. He seemed to sense in a career of the coming years the thrill of trade, the urge of industry, and he was willing to pass up a sure thing on the farm and take his chances in business adventure.

The crisis came in January of 1880 when the firm of McKinley & Bergman, implement dealers of Newton, made him an offer of fifty dollars a month for his service as salesman out among the Jasper county farmers. This might not in these later days seem like much of a job but then to a frugal farm boy fifty dollars was fifty dollars and the offer had the appearance of an opening door of opportunity.

The first of March succeeding the new engagement was on. The start in business life was by no means rosy. The farmers were not flush and they bought with care and caution. Doubt arose with Fred as to his efficiency in salesmanship but there was nothing to do but stick and nowhere to go but on. He entertained the sound idea that the way to build up trade was to inspire confidence in sales offering and in sales methods and in this spirit he made progress. He was engaged for a second year without mention of raise in salary.

Along in the fall of 1881, however, the interest of the senior member of the firm was for sale. Fred had saved eight hundred dollars out of a meager income which with the use of his father's credit to the extent of

twenty-seven hundred dollars gave him a half interest in the new firm of Maytag & Bergman. It is easy to see that without his hoarded savings and the confidence of his father, based on established character and habit, the young man would have continued indefinitely on a modest wage basis. It was never his way to neglect essential preliminaries and wait for something in the way of luck to bring him the breaks.

This partnership continued with fair success and mutual satisfaction for eight years when Mr. Maytag sold his interest to his partner, William C. Bergman, who had meanwhile become his brother-in-law.

William Bergman, father of W. C., was in those years a successful farmer living eight miles north of Newton. He had come from Germany about the time of the Maytag arrival. The year after the Indian massacre of 1857 he joined a brother at Spirit Lake becoming a considerable factor in local affairs. The Minnesota massacre of 1862, which in its horrors reached within twenty miles of Spirit Lake, was so disturbing as to lead him to return to Jasper county where he established himself for life on the farm referred to. Into this family on the shore of Spirit Lake came the first-born daughter in 1859, duly christened Dena, a name suggestive of cherished memories.

In early womanhood, comely and gracious, Dena Bergman was for a time making a home for a bachelor brother on one of the William Bergman farms. A neighboring farmer boy was helping out with the fall husking and while so engaged these twain became con-

F. L. Maytag's First Home in Newton.

When Maytag was in Lumber.

genial and on September 20, 1882, Fred L. Maytag and Dena Bergman became man and wife.

Mr. and Mrs. Maytag began married life in their own home costing twelve hundred dollars, decorated with an eight hundred dollar encumbrance. To this modest home came children and a considerable measure of competence.

After selling his interest in the implement business it was not in the plans of Fred Maytag long to remain inactive. He now had capital — not a bank full but enough to proceed more independently. An established lumber business in Newton was taken over. It was a real undertaking to acquire working knowledge as to grades of lumber and supplies and how best to handle the trade but the new proprietor was not content until he had mastered the lumber lingo and the various intricacies of this line of merchandising. While successfully proceeding in this business his attention was called to an interesting adventure.

GROWTH IN BUSINESS

CHAPTER VII

INDUSTRIAL INITIATION

A NEWTON man had secured United States letters patent on a threshing machine attachment that looked pretty good to Mr. Maytag. For seven seasons he had fed bundles into the cylinder of a thresher taking chances on having his left hand slashed by a nervous band cutter. He realized the importance of dispensing with the work of two men in a threshing crew by automatic process, so he made his first investment in industry.

A corporation was formed under the name of the Parsons Band Cutter and Self Feeder Company. The paid up capital was twenty-four hundred dollars. Six hundred each was paid in by W. C. and A. H. Bergman. The other twelve hundred was put up by F. L. Maytag for himself and for the inventor, George W. Parsons. This was in 1893.

W. C. Bergman was elected president and manager and F. L. Maytag secretary. Contract was made with a local machine shop for the manufacture of one hundred and fifty machines. All were readily sold but there was trouble in making collection because of mechanical imperfection, hence there was substantial loss. In view of the fact it was decided to continue in spite of discouragement no inventory was taken for

fear it might make further venture seem too hazardous.

During the first year the business of the Parsons Band Cutter and Self Feeder Company was handled as a sideline to other regular occupations of the members of the corporation. It became apparent that in order to have a chance to succeed it must have more exclusive attention. The Bergman brothers were reluctant to give up business engagements. Parsons felt he was not qualified for the job. By the process of elimination, as it were, F. L. Maytag drew a doubtful prize in becoming general manager. This was the modest beginning of an industrial career which was to be attended with much tribulation, finally developing into marvelous success.

March 1, 1894, an old building of the extinct Newton Stove Works, with sunken roof and minus doors and windows, was leased. A modest office with a stenographer and bookkeeper was installed. Improvement in the working model occurred. The year did not produce anything in the way of amazing success but some profit was realized. The business was hampered by limited capital. By unfortunate coincidence there was financial difficulty throughout the country and local bankers were shying at heavy borrowers. The emergency had to be met but it required abundant courage and abounding ingenuity. The bank limit was exhausted and friends were successfully solicited. Maytag had salted down a prime mortgage loan of fifty-six hundred dollars for a rainy day, so to speak. As showing his faith in himself and the enterprise he bowled this precious paper into the yawning chasm of

Where Maytag had its Start.

capital demand. Then there was business expansion with satisfying experience but there were yet to be anxious days and sleepless nights in this adventure.

The crude Parsons band cutter and self-feeder threshing attachment was the first of its kind in use anywhere. Under stress and strain it was so improved that twenty-eight thresher manufacturers paid royalty for the privilege of its use in production. There was ambitious rivalry with little success until there appeared in the field competition that demanded consideration. It was the Ruth patent in production at Halstead, Kansas. Investigation convinced the open-minded Parsons chief of the merit of the Kansas model so he proceeded to remove this rival from the field of competition by the purchase of its patent, good will and machinery for the sum of eighty thousand dollars. As a superior product it was thereafter given preference in manufacture as the best band cutter and self-feeder attachment on the market.

The corporation had run the gamut of fortune but as shown in the succeeding chapter it had grown to much magnitude in industry and had on the whole been kind to its stockholders. In turn Mr. Maytag had held all its positions of administration besides functioning on occasion as bench worker, handy man, expert, and superintendent of power, promotion, publicity and production. With much application of mind and muscle, in raiment genteel or in jacket and overalls, he had in this engagement acquired valuable equipment for success in a much larger field.

CHAPTER VIII

DISASTROUS DIGRESSION — RAILWAY AND AUTOMOBILE BUILDING

IN THE year 1904 business men at Sioux Falls, South Dakota thought they saw large returns in the building of an independent line of railway from the Dakota metropolis to the town of Colton, twenty miles to the north. The chief promoter of the enterprise was P. F. Sherman who, as a successful implement dealer, had for years been handling the Parsons products. He came to Mr. Maytag with a prospectus of his ambitious enterprise soliciting coöperation. It was his idea to form a corporation with only ten shareholders, each one of this number to make initial contribution in the sum of ten thousand dollars. The Newton manufacturer became one of the ten. Before work began one of the stockholders failed to come in with his share. Maytag was induced to take over his holding.

The proposed railway bore the name of the South Dakota Central. Sherman was elected president. It was soon apparent that more capital would be required. It was necessary for each of the ten shareholdings to add six thousand dollars to cash contribution. One of the nine being unable to go on, and in order to keep the enterprise moving Maytag took over a third share.

Controversy arising between the president and one of the stockholders was threatening embarrassing litigation so in the interest of harmony a fourth share was later added to the Maytag holding.

Still the demand for more capital was imperative. The Newton shareholder had so much at stake he felt he had to see the business through so he loaned the corporation forty thousand dollars. Two years later it was decided to extend the line to Watertown, a distance of eighty miles. With the assistance of Senator Maytag a mortgage loan of a million dollars was placed. Before the line reached Watertown it was necessary for him to come to the rescue with a personal loan of eighty thousand dollars. These loans were subsequently paid.

The president had all this time been given free rein in policy and performance. He was very sure that a sale of the South Dakota Central could be made to one of the larger connecting roads but the process of negotiation did not prosper. A number of shareholders believed it to be expedient to select a new president. The logical successor was Senator Maytag. He was not seeking more managerial responsibility. He had elsewhere plenty of work and business trouble but the pressure of fellow shareholders together with his large personal holding left no available way of escape.

Soon after taking over the presidency Mr. Maytag made active endeavor to effect a sale. After a year of such effort he secured an offer of forty-five dollars a share for stock sufficient to secure control of the corporation, the negotiator refusing to make any offer

whatever on the remaining shares. To the four original syndicate members he urged closing the deal making equitable adjustment with the minority holding but this counsel was opposed. It would have been easily possible for him to secure enough stock together with his own to comply with the terms of the offer but Mr. Maytag says "I did not feel I would be doing quite the right thing to desert my associates in this manner."

In this situation there was nothing to do but to proceed with operation. It became absolutely necessary to buy a lot of new equipment. There was still one hundred and fifty thousand dollars in bonds of the original issue that had not been sold. The bankers in control were requested to permit the sale of these bonds to pay for equipment installed. Encouragement was given to this proposal if a survey of the property was satisfactory. Such survey was made with favorable report. Anticipating the consummation of this plan the company note with Maytag endorsement had been given to secure payment for the new equipment.

Upon the meeting of the board of directors with the bankers in Chicago they were coldly and bluntly advised that the sale of the bonds could not occur. No reason was given for the refusal. The Senator says "I believe this was the hardest blow during my entire business experience. It almost put me to bed."

Interest on the seven hundred and fifty thousand dollar bond issue was soon due. Other shareholders refused to aid in meeting the necessary payment. Inevitable foreclosure and sale resulted and the South

Dakota Central passed under the control of the Great Northern Railway System.

In addition to complete sacrifice of his corporation investment the Maytag loss included sixty thousand dollars he was required to pay on his guaranty of the equipment note. He would have been four hundred thousand dollars better off had he made the sale referred to that would have been possible by the abandonment of his associates.

While the railway enterprise was becoming more and more of a personal burden Mr. Maytag took on another line of industrial trouble tending even more to vexation of spirit and rapidly accumulating financial disaster than the harassing South Dakota Central.

In the summer of 1909 a Des Moines friend who had engaged in the automobile manufacturing business was in distress for working capital. Seductive appeal to the Newton industrialist resulted in substantial investment in stock and in the taking over of the business management.

The automobile was yet in experimental development. The field was full of inventors and promoters intent upon reaping manifest rich reward for more successful models. It was an exciting gamble in which a few won while many met disaster.

The city of Waterloo was aspiring to become an industrial center. Enterprising citizens induced Mr. Maytag to make automobile headquarters there. He soon discovered his mistake in entering this field of promotion and in the fall of 1910 he bargained away

his automobile interest. He had, however, a very hard time in getting clear of the wreckage and this was impossible without deep dents in his financial structure. When he was entirely out of the adventure he found himself crippled to the amount of three hundred thousand dollars. He refers to this experience as his automobile fiasco.

It required no extraordinary exercise of his active brain to bring the Senator to the conclusion that he had had quite enough of experience in dealing with the projects of others in fields foreign to his own peculiar knowledge and training and that in the future he would do well as he said "to confine himself to business he knew something about."

An incident characteristic of the Maytag spirit as man to man has to do with the disastrous automobile enterprise. While they were not solicited a number of Newton men, due to confidence in the Maytag success, took stock in the business. The loss of stockholders was heavy and to the head of the concern tremendous. In view of the situation no personal claim was made upon him and no liability at law could have been established. It hurt him, however, to think of this experience on the part of men who banked on his judgment and lost.

So, on Christmas morning 1923, each of these losers found in his mail a check fully covering his Maytag stock deficit. Those checks in the aggregate amounted to twenty thousand dollars. No emphasis is necessary to complete understanding of this very unusual contribution to a fine sense of remote moral responsibility.

CHAPTER IX

THE MAYTAG COMPANY

AFTER SIXTEEN years of existence the Parsons Corporation came to the end of its career. It had its ups and downs but it had grown to considerable magnitude and had been kind to its proprietors. The Bergman brothers had become extensively interested in banking and other business pursuits. They desired to close out their Parsons interests that they might more persistently apply themselves elsewhere. After much negotiation Maytag purchased the Bergman holding at a valuation of one hundred and sixty-two thousand, five hundred dollars. As he had previously taken over the Parsons interest he was now sole owner of the corporation.

In December of 1909 there came into existence The Maytag Company, capitalized in the sum of seven hundred and fifty thousand dollars taking over the entire Parsons interests.

The chief business of the old corporation was on the decline. The builders of threshing machines were installing a band cutter and self-feeder attachment of their own manufacture, much adapted after the Parsons model which served substantially to reduce the output of the Parsons product. It became necessary to take on other production if the extensive plant was to be profitably occupied.

The threshing occupation is seasonal, a fact found to be unfavorable to year round production. There was Maytag need for some line in continuing demand at all seasons. Consistent with the usual in Maytag development the prime need was successfully met. Since 1907 several models of hand washers had been produced in a small way. In 1909 a power washer provided with a pulley to be operated by a belt from an engine was brought out.

In 1910 there was brought into production under a Snyder invention and a protecting patent a washing machine driven by electric motor with a very important attachment in the nature of a swinging wringer. Here was real success. Aside from being the basis of a substantial company trade, a satisfactory arrangement was later made with competitors, on a royalty basis, a profitable relationship continuing to the present time.

Then it became apparent that a very large washing machine field was not occupied because of want of contact with electricity. It was not the Maytag way to neglect this opportunity to serve and to succeed.

So in 1914 Mr. Maytag discovered in use a 2-cycle gasoline engine to serve in place of electric energy. This installation gave the Maytag washer a very profitable farm field of installation. It was no easy job, however, to remove obstacles from the path of this adventure. In the first place the little gasoline engine was by no means perfect. Then the housewife was not familiar, as later, with the developing gas motor. After two or three years of struggle with dealers and pur-

chasers, this line constituted more than fifty per cent of the Maytag washing machine trade.

Having many outside interests Senator Maytag in 1910 left the Newton business largely in the hands of the very capable organization he had built up. In 1915, however, the washer trade was so far developed as to make necessary his return to intimate relationship with the business. He had been badly crippled financially by disastrous ventures in railway and automobile promotion already specified and there were other substantial losses.

Bank credit hitherto almost unlimited had become so far reduced as to make this source of financial relief utterly inadequate to imperative needs. At this time the Senator found a business friend he mentions with profound respect and with evidence of gratitude. The friend referred to was George Haskell, president of the Beatrice Creamery Company, who made a collateral loan to the large amount of three hundred and ninety thousand dollars. This loan was fairly a financial life saver. The annual interest charge of more than twenty-three thousand dollars was a handicap but nevertheless the securing of this substantial addition to working capital served to ward off impending disaster.

It was not yet by any means clear sailing. In 1921 the books disclosed the alarming fact that operating and inventory loss of the past year reached the enormous figure of four hundred thousand dollars. There was yet tribulation to endure but consistent with the old adage it was the dense darkness just before daybreak.

CHAPTER X

FIGHTING FOR DESERVED RECOGNITION

HOWARD SNYDER, the mechanical genius of the Maytag organization, had to his credit much in the way of inventive development. He had lately made important contribution in an aluminum tub, never before known in the washer trade. In the latter part of 1919 he explained to Mr. Maytag and others an idea he had for a principle of washing different from anything heretofore used or known. The idea sounded plausible, yet it was revolutionary in its principle and had to be tested. Crude models were made, tried, revamped, and tried again. While Mr. Maytag was impressed with its operation and the way it washed clothes, it was such a radical departure from the beaten path that he had to be sure that it was really ready for the market.

After many months of intense application Snyder perfected a model machine, the chief and vital factor in which was the gyrafoam principle which elsewhere has more particular mention. This was early in 1922.

It was believed that a very important discovery had been made but it was necessary to take dealers into confidence and to make successful contact with a critical public. Four of these machines were built from hand patterns for purposes of initial salesmanship. While

Mr. Maytag was usually disposed to depend substantially upon trusted associates here was a job for the old man himself. He crated one of these new products in convenient form for easy access. With this baggage and with grim determination he set out for the West advising the office folks he would not be back until he had received a car load order.

The first port of call was Denver. Taking the machine to his hotel room he set it up and called in dealers upon whom to apply his pursuasive art of salesmanship which was some art, indeed. For two days they came, they saw, they marveled and they vanished without taking chances on this marvelous wonder-worker.

Salt Lake City was next, but the entire week produced nothing but surprise on the part of a courteous group of dealers.

There was then a week of star performance at Los Angeles. Much interest but no gate receipts.

It takes the actual article in the way of faith and courage unflinchingly to proceed in the face of such experience, but the man behind this enterprise had in his comprehensive equipment sufficient and to spare of these forceful factors. He was no novice in nerve testing. He cherished no illusions as to the difficulty in breaking through the barriers of public indifference to innovation. He had before him the kindred experience of many men in trying to crash the gates of stupid convention with great gifts of immeasurable value to mankind.

The discovery of Samuel Morse that revolutionized human communications was treated as a joke. What he proposed to do was impossible and with the impossible it was idle to deal. For years he haunted the corridors of the national capitol beseeching the necessary aid for practical demonstration until an impatient congress grudgingly provided means for convincing the dreamer of his folly and lo, the transcendent telegraph was born into a wondering world. Well might its first public message inquire: "What hath God Wrought?"

After demonstrating the efficiency of his telephone invention at Philadelphia in 1876, Thomas A. Edison found himself helpless and hopeless as to practical installation of his amazing invention without the aid of abundant capital. But the wise men of means were not interested. They archly answered appeals with the very profound declaration that while a wonderful, wonderful toy, an astonishing plaything, as it were, had been produced there was no money in it and therefore no inducement for investment in an enterprise that soon took its place near the top of American industries.

And what a joke was the folly of attempting to fly. In the public mind Darius Green with his appealing logic, "the birds can fly so why can't I?" well typified the trivial tribe of visionaries. It had been boldly proclaimed that "persons who earnestly maintained that human flying could be accomplished were not regarded as prophets but as psychopathic cases. They were held eligible to draw free bed and board in insane asylums." When the Wright brothers made their eventful flight

from Kill Devil Hill news reports were suppressed by prudent publishers as unworthy of publicity. Fairy stories were not news. Realizing they were objects of ridicule the brothers discreetly sought obscurity for purposes of experiment. They had difficulty in securing essential mechanical coöperation. Even for good money engine makers did not like the idea of interrupting sane pursuit to have part in any such ridiculous hallucination.

Common knowledge as to the dealing of Benjamin Franklin with electricity relates only to the kite experiment in which he unwittingly risked his life. As a matter of fact, however, he went so far in his adventure with the magic element as to afford substantial basis for early realization of its surpassing value, but an incredulous public delayed such realization for nearly one hundred years.

Since eminent statesmen and wise critics had been so dumb, so stupid in dealing with Morse, with Edison and other pioneers in production why should Maytag lose faith in his product destined to change blue Monday from a day of domestic drudgery into just an ordinary day of the week and to make millions prosperous and happy? He was cast in the same heroic mold and he would do his part even as did other benefactors dealing with indifference and incredulity.

So in this spirit of determination the scene opens at Oakland, California. Mr. Maytag introduced himself and his case to a dealer near his hotel said to be a go-getter in the washer trade. Thereupon the dealer threw

up his hands and declared he was not interested. Had two hundred machines in stock and had just come from Detroit where he planted an order for an additional car load. He did finally consent, however, with an air of good fellowship, to call at the hotel to see the thing work, agreeing to bring along greasy overalls for purposes of demonstration. He showed up about 5:30 and the demonstrator did his stuff. Being somewhat beguiled the visitor came back after his evening meal. Upon leaving late he said: "If you can sell my salesmen tomorrow I will see you again tomorrow night." The salesmen came and witnessed a miracle of cleansing by the gyrafoam with the aid of a simple solution of plain hard soap and city water. They were so intrigued as to put in most of the day around the aluminum tub.

Along late in the evening again came the employer. Much convincing contact had made him in plastic mood and he amiably occupied with his name the dotted line that committed him for a car load of the new Maytag washers.

The plucky dealer did not then know what he afterward so well understood that this was the shrewdest and most important business decision of his whole lifetime. It took a lot of nerve with a very large supply of washers on hand to invest in another car load as the first customer for a new industrial product. He had his reward in later years when as the Maytag agent for the State of California he made a substantial fortune out of his Maytag adventure.

In that fateful midnight hour Maytag had performed his vow to the office folks. His tidings from the West gave them great joy. He took the first train home. He thought he knew what was to come out of this adventure but he had scarcely the faintest conception as to the full measure of its meaning. The faith he had in the new product and the endorsement secured must now be supplemented and sustained by organization, direction, courage and unyielding vigor in the establishment of permanent success.

While this initial triumph was thrilling and deeply significant of opening opportunity, failure or limited success still might have been easily possible with less of determination in spirit and skill in financing on the part of management.

Business poured in. Orders far in excess of present production capacity were piling up. There was imperative demand for a large increase in operating capital in order to meet production requirement. Inventory disclosed recent operating loss to the amount of four hundred thousand dollars. The company owed banks half a million dollars and a note issue outstanding added to these enormous obligations six hundred thousand dollars more. So available credit could not go far in meeting the demands of the situation. It became necessary otherwise to secure relief and this was a real problem.

The price of the new model washer had been set too low to afford adequate margin of profit. Cost sheets were showing that the expense of instituting production

was higher than previously estimated. So the price was raised from one hundred and thirty-nine dollars to one hundred and fifty dollars. Terms of purchase were readjusted with more tempting offers of discount for payment on trade delivery.

There were anxious days and restless nights awaiting evidence of reaction to these proposals on the part of the trade. Every mail was combed letter by letter for evidence. Meanwhile every available dollar was stretched to possible capacity for service and every conceivable economy was exercised to the limit. Slowly at first favorable returns came in but it soon became manifest that the tension was relaxing. The tide was set for success and going was much more comfortable.

The novel emergency financing plan had won. In the absence of financial relief through conventional agency, and in defiance of the law of gravity, Maytag had lifted himself by the bootstraps, as it were, out of the morass of debt and into the possession of ample capital necessary to full speed ahead on the part of the Maytag industrial craft.

The superiority of the new Maytag product was the chief factor in developing mastery of the sales situation. Its remarkable efficiency soon made good the Maytag slogan, "if it doesn't sell itself don't keep it." A Maytag agency soon became a substantial business asset eagerly sought by shrewd and successful dealers.

It developed, however, that while the new sales policy afforded operating deliverance it did much more. It opened the way to the important privilege of

hand-picking in discriminating selection the more desirable dealers. Those who did not take to the liberal terms of discount were checked as needing investigation which usually resulted in elimination. Among the better customers the new plan was not only acceptable but popular. It was found they were not paying for losses due to loose business methods and that they had real reward in the manufacturer's sound sales policy.

In retrospect the striking success following the gyrafoam discovery has seemed inevitable, merely an exemplification of the obvious. Inside information, however, makes it apparent that the situation was full of peril which was overcome by masterful strategy and unconquerable determination on the part of an industrial chieftain, sometimes down by the weight of circumstance but never ultimately out.

CHAPTER XI

AMAZING SUCCESS—PERMANENT PROSPERITY

THE MAYTAG COMPANY was now off to a start new and absorbing. The new machine was not in production. A new diagram of procedure must be worked out. Calling his staff together on his return the chief told them the interesting story of his adventure. Somewhat of a panic was created by his suggestion that as soon as orders in hand were filled the old models should be taken off the market; that further manufacture of the old line be abandoned at once. The suggestion was discussed for an hour or so and until the whistle blew, whereupon a counselor bolder than the rest (happening to be the older son) remarked rather critically: "Well, if your mind is made up there is no use in discussing this matter further." The chief had steam up. He was all ready to go and he knew where he was going. He had taken at its flood the "tide in the affairs of men which leads on to fortune."

On the 10th day of April, 1922, the new Maytag was started in regular production. It was necessary that sales promotion of the most thorough character be provided. It was imperative that the distributors be convinced of the merit of the new product. The first move was to sift out of an available list the names of one

hundred of the more active and successful dealers in company products. To each of these was shipped a sample machine without order asking that it be tested out in action. If with this experience the consignee was not satisfied to keep and pay for it he should send it back with all expense on the consignor.

Out of this list of one hundred only seven dealers took advantage of the proposition for provisional return. When the new Maytag was making big money for a local competitor there was deep regret on the part of the dissenter for his lack of foresight.

An arrangement was made so that when an order of twelve machines came in a salesman would be detailed for a period of thirty days to aid in the selling campaign without expense to the dealer. This plan was so successful that it was installed throughout the country as fast as salesmen could be secured.

A great industrial battle had been unflinchingly fought and gloriously won. Early in 1922 the Maytag bank indebtedness amounted to half a million dollars and a serial note of six hundred thousand dollars was outstanding. Within two years all evidence of debt was completely wiped out.

The change in the financial situation was so sensational as to make it difficult to realize what was actually occurring. The Senator says that along in those days it seemed necessary to pinch himself to ascertain if he was really awake. In the dreary years when losses had astoundingly accumulated and debts were mounting to staggering figures it seemed fairly impossible to re-

cover his sinking fortunes from the quicksands of debt and demoralization. The situation was so bewildering to a man refusing to surrender who frequently went out of the state for days at a time — not in any sense of abandonment but to get away to think, to conserve his physical and nervous resources for successful struggle with the forces of disaster.

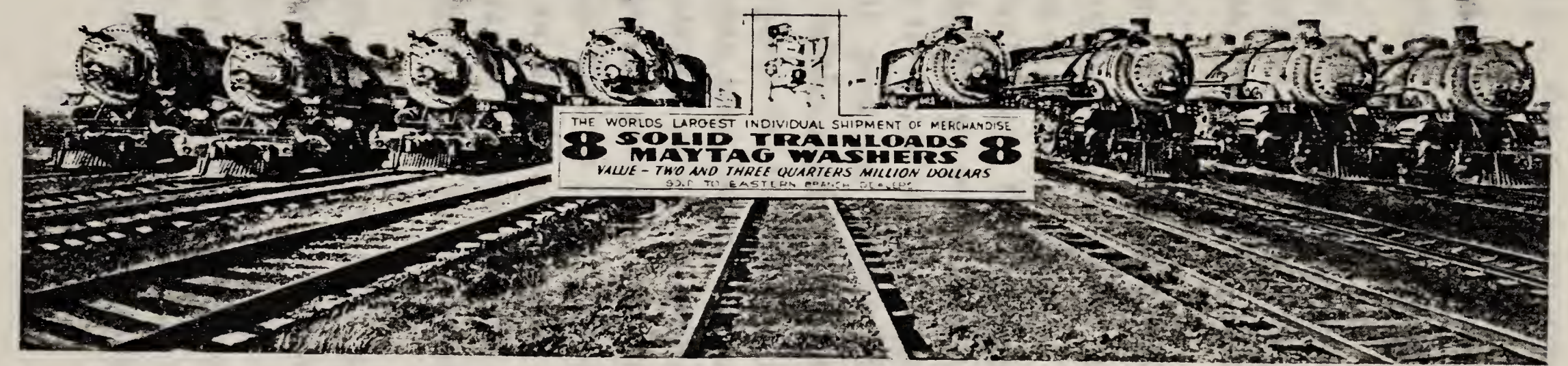
The business was growing by leaps and bounds. When change due to the new invention came at the beginning of 1922, Maytag ranked eighth in a washer manufacturing list of about sixty. Within eighteen months it had reached a position of leadership and within a few years it was having sales volume larger than its four leading competitors.

Factory shipping record reveals these amazing facts and figures as to trainload shipments:

The first solid trainload of Maytag washers was shipped in May, 1923, to the eastern seaboard states, and as far as is known was the first time a trainload of any household appliance had been shipped.

This was followed by another train in July of the same year. So much advertising and publicity was received from the unusual attention that these trains attracted that the eastern manager outdid his previous record by sending in an order for three trainloads, which were shipped sometime in the latter part of September.

By this time the Maytag factory was oversold to the point where it was difficult to get out orders of this size. No more trains were shipped until March, 1926,



Eight Trainload Order Shipped from Newton, May, 1927.

when one was shipped to a dealer in Los Angeles. This was the first time a single dealer had taken a trainload of Maytags.

This was followed by another dealer — Salt Lake City — taking a trainload in August, 1926, as well as the Portland, Oregon, dealer taking a trainload the same week.

Trainload No. 9 was shipped into the Philadelphia territory in August, 1926, with train No. 10 going into Oregon, in September of the same year.

The same year, Paul Scott, Eastern Branch Manager, again outdid his own previous record (it was he who shipped the first trainload in May, 1923), and incidentally outdid all previous records, by sending in one order for five trainloads of Maytags which were shipped to eastern dealers on October 12. To prove it was not a flash in the pan, he followed his five trainload order with another order for two trainloads which were shipped from Newton on November 21. Early in May, 1927, Scott again broke his own record when he placed an order for eight trainloads of Maytag Aluminum Washers, which, so far as we can find out, still holds the record as the largest single shipment of merchandise ever made.

In September, 1926, the Los Angeles dealer came in for two trains, Nos. 16 and 17, while the Portland dealer took one more, No. 18.

The Portland dealer, proud of his own past performance and, not to be outdone, placed an order with The Maytag Company for the last trainload, which

was shipped into the northwest states, in March, 1935.

In all The Maytag Company has shipped 32 trainloads into the territories mentioned and to Atlanta, Georgia; Dallas, Texas; Missouri, and Kansas, as well.

It is interesting to note that in 1934, when The Maytag Company was making approximately 2,000 washers per day, this production was equivalent to one trainload of the completed product. In other words, for a period of several months every working day in the week saw the equivalent of a solid trainload of Maytag washers shipped out of Newton. Some idea may also be had of the incoming traffic, because practically all the material had to be shipped in. Naturally the tonnage for the raw material was greater than the finished product; however, the bulk of the finished product was greater than the bulk of the raw material coming in.

While the company was affected the same as every other manufacturing company during the depression, nevertheless during the entire period it showed a substantial net profit each year, — a record held by very few manufacturers in any industry.

In spite of the depression the largest record month for orders received was in August, 1933. The capacity of the factory is approximately 2,200 machines per day, and the largest number of factory men employed at one time was 3,324, in April, 1934. During this month more than 43,000 completed washing machines were actually shipped from the factory.

The number of persons directly dependent upon the Maytag industry for livelihood is in the neighborhood

of fifty thousand. This includes administration, dealers, salesmen, factory workers and labor in source of supply together with their families.

This plant, the largest washer factory in the world, contains more than fourteen acres of floor space and represents an investment of more than four million, six hundred thousand dollars.

SIDE-LIGHTS

CHAPTER XII

WASH DAY WONDER-WORKING

SINCE THE advent of civilization, the dawn of personal decency, the family wash has been a subject of deep domestic concern. Until recent years it has been suggestive of drudgery and a substantial source of domestic infelicity. Back as far as anybody can remember, and much farther, the day usually assigned to this somber service has been known as "Blue Monday." Says the unerring McGuffey of the old-time washday:

> Come, Muse, and sing the dreaded Washing Day.
> Ye who beneath the yoke of wedlock bend,
> With bowed soul, full well ye know the day
> Which week, smooth sliding after week, brings on
> Too soon; for to that day nor peace belongs
> Nor comfort; ere the first gray streak of dawn,
> The red-armed washers come and chase repose.
> Nor pleasant smile, nor quaint device of mirth,
> E'er visited that day: the very cat,
> From the wet kitchen scared, and reeking hearth,
> Visits the parlor, an unwonted guest.

Word pictures by earlier writers have come down to our time of wash day scenes when the wash was taken to the water instead of the water to the wash. How it was the custom of women to foregather at stream or lake or spring or well, the occasion having social as well

as practical value in the exchange of community gossip without loss of time which to the participating spouse was the essence of existence.

There were other pictures less appealing to the fastidious. An unknown writer records this information:

"Washing days were few and far between in the days of the Tudors and Stuarts in England. The cloth 'would not stand the wash' and dyeing covered a multitude of sins.

"When clothing was laundered, it was sometimes done in a most unsanitary fashion. In the 15th century, clothes were washed in the common wells of the town — the same wells from which water was drawn for drinking and cooking purposes.

"Another method was to dump the articles in a tub or 'buck-pan.' Women would then tuck up their dresses and dance upon the clothes to 'beat out the impurities.' The royal laundress under Henry VIII was ordered to procure enough 'sweet powder, sweet herbs, and other sweet things' to insure the 'sweet keeping' of the King's linen."

Centuries ago in England women washed by stamping or dancing on the clothes, two women to a tub holding each other about the waist to keep their balance. In the Orient clothes have been pounded clean against stones or boards. In Palestine use has been made of a club similar to a potato masher or butter paddle. Iceland has used its hot springs to advantage.

Generations ago the need for some device that would mitigate the rigors of wash day was well understood.

Imperative demand for an easier and quicker way of doing this work appealed to inventive minds but results were meager and the day of delivery or even of partial relief was a long time coming.

It is taxing belief to accept the historical statement that as early as 1775 a contraption was invented in England assuming to meet this popular demand. In this country nearly a hundred years ago there was crude development along this line. For many decades, however, results were disappointing to buyers and disastrous to manufacturers. One does not need to be so very old to remember a time when washing machines of various patterns were frequently found in barn lofts, attics and in basement corners, doomed to the discard for want of practical efficiency. It was again necessary for women sorrowfully to return to the rubbing process, skinning their suds-soaked fingers on the corrugated surface of the primitive washboard.

It would require a bulky book to hold a list of the multitude of inventions bearing the washing machine label and to give even a brief description of their principle and performance. In the earlier crude models effort was made to adapt the rubbing process. A patent was issued on a washer using the see-saw principle motivated by two children playing the teeter-totter game.

In a considerable period, comparatively recent, there was more or less of successful production by many manufacturers of five types of washers. A study of these various models is full of interest even to the average

man but too much of detail would be out of place here.

In this period The Maytag Company had been feeling its way along a conventional line of construction. It had first put on the market a hand power ten-dollar machine of what is known as the peg dolly type and after a few years power machines with power operated stationary wringer motivated by electricity or by gasoline when the magic juice was not available. The power swinging wringer followed almost immediately. Later the cylinder type was introduced and other principles were tried out. Meanwhile came into Maytag production the aluminum tub a very important major achievement.

The Maytag Company was having its share of trade upon the basis of existing washer merit, but it was not satisfied with washer efficiency. Maytag believed it possible to discover a principle that would make outstanding the products of its promoter.

Howard Snyder had been with the company for fifteen years. Beginning as a mere service man it became apparent he had original ideas valuable in mechanical development. Due to actual usefulness he was soon put in charge of the experimental department. He was at this time factory manager but given large discretion and opportunity in experimental endeavor. As a matter of human interest it may be said Snyder was more interested in creative process than in personal affluence. He cared for no partnership interest — didn't care to bother with stock — and made no demands for financial recognition. So he was in the years

HOWARD SNYDER, INVENTOR.

(Deceased, 1927.)

before his death in 1927, given a comfortable residence property, automobiles and all the money he would accept for his loyalty and immeasurable usefulness.

At sales meetings and in other public appearances Snyder used to tell in a most interesting manner how he came to produce the masterpiece of his inventive genius, the gyrafoam washing principle. He said Maytag told him he must build a new type washer better than anything on the market. He was offered every possible facility, all the time he needed, plenty of help and "a barrel of money," said Howard. He would then describe the faults of existing models and what there was to remedy. The dolly pattern, he said, was weak in this, "so we didn't want anything like that." Then he would take up shortcomings of the cylinder type — "so it was no use monkeying around with anything like that." Other types received like treatment. Then he would say "we knew what we didn't want and from there the job was comparatively simple. All we had to do was to get something that was entirely different."

It was not so easy as this line of talk would make it appear. Howard, of tender memory with Maytag and the Maytag people, experimented for two years in collaboration with a local laundress before he had his new model to suit him in perfect performance. And then his million-maker began its marvelous career, actually revolutionary in its influence upon efficiency and circulation. Feeble promotion, however, might have served to minimize the industrial value of this wonderful mechanical achievement. It was given the vital

benefit of the Maytag spirit in organization and in publicity.

The principle of the gyrafoam washer is interesting as it is unique and efficient. The gyrator operates in a way to set up violent water currents that cleanse the clothes by water action alone without the old way of rubbing, pulling, twisting and squeezing. If the reader desires more intimate knowledge he may find in a convenient basement, probably his own, just how the gyrafoam does its wonderful work.

When the new Maytag began to cut into the demand for other washer products it was ridiculed and denounced as a mere fad that could not meet in performance the results announced in advertising. Adopting the slogan "If it doesn't sell itself don't keep it," successful appeal was inevitable. Within a few years more than one hundred and fifty thousand washers of other models were taken in exchange and destroyed.

An application was filed with the United States patent office on June 14, 1922, covering this process of washing. The issue of the patent was delayed by various obstacles and interferences until July 12, 1932. At the date of the issue of the patent practically every washing machine manufacturer in the United States was manufacturing and selling washers embodying the Snyder invention, and more than ninety per cent of all washing machines sold were of this type. Shortly after the issue of the patent a suit was filed against the Brooklyn Edison Company of Brooklyn, New York, for infringement. This company was handling three makes of

machines, employing and using the gyrator principle as developed by Howard Snyder. This case was heard in Federal Court the early part of 1935. Its decision upheld the patent and declared the existence of infringement by the three named machines.

There is sentimental interest in this incident: The model of the four original machines produced, used in demonstrating on the fateful tour to the Pacific coast by Senator Maytag as heretofore outlined, was in the usual course sold for private use in the state of Oregon. Some years later an offer was accepted by this purchaser to exchange for a new Maytag his used machine. It is now treasured as a choice relic by The Maytag Company.

CHAPTER XIII

THE MAYTAG WAY

THIS WASHING machine magnate never tries to get anywhere in particular with a line of fluent speech. In private association he is a rather quiet individual and he makes no pretention as a platform performer.

This would appear to be the usual rule among men prominent in larger business affairs. They are inclined to speak most and best in practical achievement.

On occasions, however, when it has seemed necessary or reasonably expected of him the Senator has plainly expressed views significant of real thought and purpose as to matters fundamental in business success.

In the Maytag philosophy of achievement "work not only accomplishes, it does much more in keeping one fit mentally and physically." "It is," he says, "the greatest remedy I have found for mental disturbance."

"To get things done though they seemed actually impossible" has ever been the Maytag way. "Sheer work, plain plugging along," has done for him what must otherwise have actually failed.

As other outstanding sources of success Maytag philosophy includes optimism and determination. Any one at all familiar with this personal record and this business experience does not need to be assured of the vital need of these factors herein. Maytag says, "I have

made it a point to cultivate optimism. Even in the face of dire discouragement I have found myself in the possession of hope and confidence as to ultimate results. It is not always easy to entertain this spirit but it works. A man can think straighter, clearer and faster; he can work more efficiently and with greater certainty and with more satisfaction if he is optimistic."

Determination has since early boyhood been outstanding in Maytag equipment. One of its proudest achievements is the sod busting experience before Fred was ten, heretofore noted.

Due to lack of intimate experience few of this day can get the picture of this proceeding: a little boy reaching up to grasp the plow handles with his stubby fingers and in times of unusual stress lifting and pulling and straining till he could see a host of glittering stars in getting the big plow, the doubletrees and old Dick and George, back to where the red root had caused the break in the furrow. His brothers had thought his ambitious endeavor a good joke. Daddy Dan was dubious and came to the conclusion that Freddy had bitten off more than he could masticate and had better let up. Freddy realized he was in a jam but he was game. At night in bed, aching and footsore, he confided to his tear-damp pillow a vow that he would break out that eighty or die trying. Then and there was laid the corner stone of the Maytag way.

In the exercise of this spirit has Maytag pioneered in production and majored in mastery. It produced the first workable thresher attachment for band cutting and

self-feeding. Perfection in operation was the unyielding end and aim. It was not content merely to make another washer as good as the best in use. It had to be so good as to be without a rival.

It has always been the Maytag way to challenge the impossible and to overcome the insurmountable. The men he had about him were full of the Maytag spirit. He got behind Snyder with all he had in stock and this was upwards of considerable. Snyder turned the technical trick and Maytag carried the product of his genius into world leadership. With less of work and optimism and determination there would have been no such outstanding Maytag creation.

In the pursuit of washer perfection Maytag conceived the fairly inconceivable idea of using an aluminum washtub. Others had tried and failed in this purpose. With his factory manager he visited great aluminum foundries in this country. When he told them what he wanted the reply was a shake of the head and in finality of statement, "It can't be done." He went to work with his engineers, designed his own working equipment and built the most modern and completely equipped aluminum foundry in the world. It is hard to beat that sort of determination.

"The greatest underlying principle of human progress," said the late Charles P. Steinmetz, wizard of electricity, "is that divine discontent which makes men strive for better conditions and improved methods."

It is only the man of small caliber and puny performance that makes no mistakes. Venture is essential

in large achievement and in its pathway is an occasional pitfall into which the aspiring may easily tumble. But ultimate failure is rarely the fate of those who do not yield to the fateful forces of defeat.

In seeking open doors of opportunity Maytag has sometimes mistaken a blind alley for an open thoroughfare. Such error has cost him dearly but he paid the price and moved on in the Maytag way to the higher levels of industrial and financial triumph.

In ten years of successful legislative experience the Maytag spirit was very much in evidence. There is no organized human activity in which work on the part of one who loves it, who knows what to do and how to do it is more important than in the pursuit of law making. In this magnetic atmosphere one who radiates optimism has substantial advantage and nowhere else is intelligently directed tenacity of purpose more to the good. The comprehensive record of legislative achievement is evidence conclusive as to the operative value of the Maytag moral formula.

At the age of sixty-five years F. L. Maytag was in the position of a bankrupt if it had been his way to trifle with adversity. The avenues of success seemed closed against him. He owed large sums he could not then pay. He had no quarrel with bankers who in the exercise of usual business prudence denied him credit. He was at a time of life when men more easily surrender to the forces of defeat, when restful relinquishment of ambition is more appealing than the hot and dusty struggle to escape from the clutches of misfortune.

Failing to exercise his fundamentals of work, optimism and determination he might meanwhile have been telling his family and friends how he was overwhelmed with disaster and compelled to yield to the inevitable. By the exercise of the Maytag way, just by "sheer work and plain plugging along," came industrial and financial leadership.

Nobody ever heard Fred Maytag speak the language of a man down on his luck. He never whined; he never flunked; he was never sorry for himself. That way lies material and moral disaster.

CHAPTER XIV

MAYTAG IN ACTION — AN INSIDE VIEW

ROY A. BRADT *

THE STORY of F. L. Maytag's life is a remarkable one, because of two very evident factors; first, the great things he has accomplished; second, and by far the greater of the two, the simple, straightforward and unaffected way by which he has projected his force and personality into the spirit of ordinary circumstances and made them yield extraordinary results. Too often great personalities are regarded as mysterious super men, who hold within their being secret power, unseen and unaccountable advantages which require nothing but their command to start them toward the achievement of their desires.

Many there are who contend that the measure of a man's ability can not be determined by the measure of his success. If he starts life with material legacies, or during his career receives things other than those granted him by nature, this might be true. But with his only heritage a sound body and a clear thinking mind, and then during his span of an ordinary lifetime he fights and hews and carves his way through the ad-

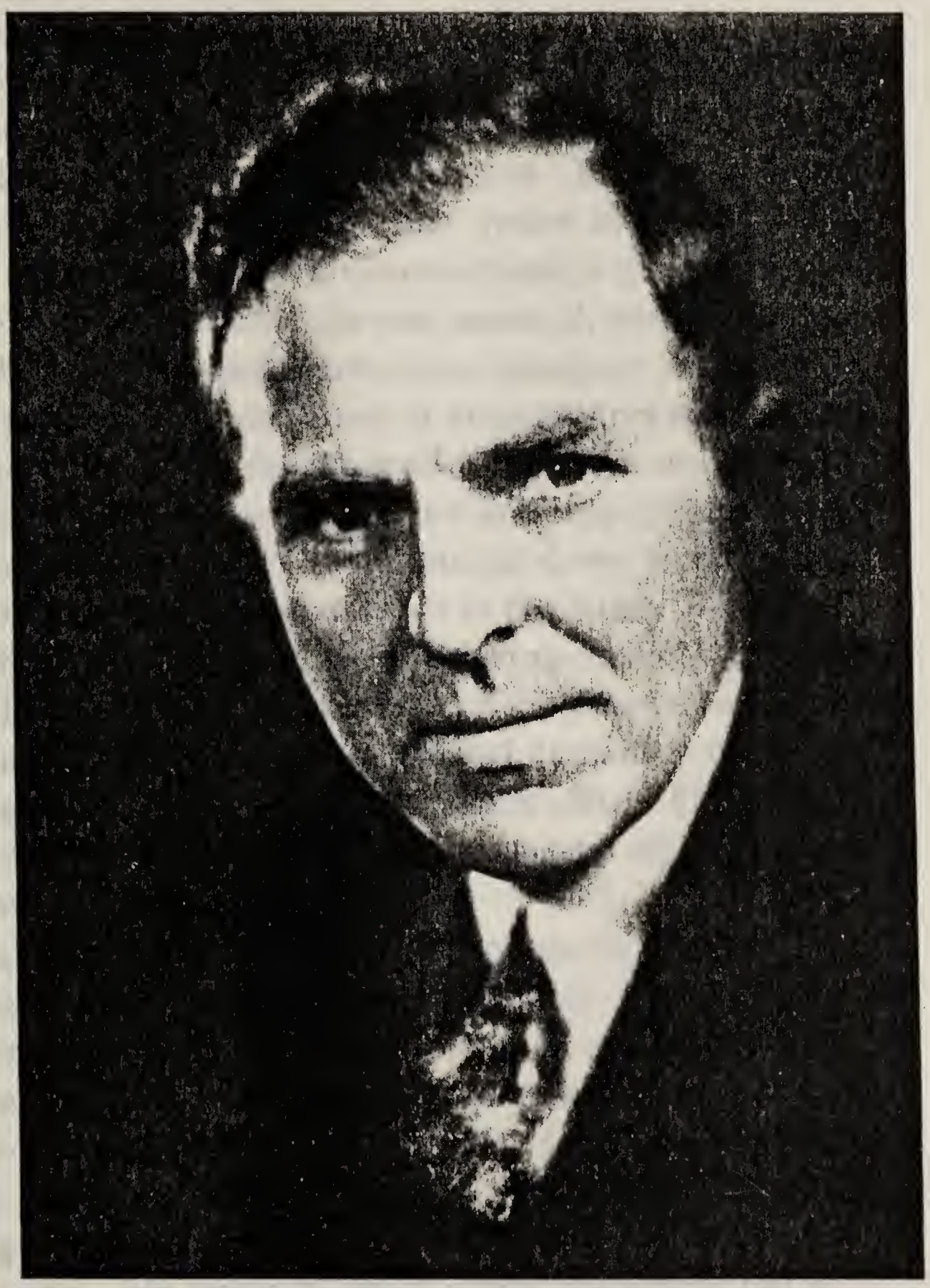
* Coming up through Maytag organization to very important and intimate relationship with his chief, Mr. Bradt contributes this interesting character interpretation based on short range observation.

versities of a full active life, and arrives at what men acclaim as success, who has a reason to say that such a man is not responsible for every inch of his victory?

Mr. Maytag, himself, denies that he has any special gifts or instincts, and when asked to what he attributes his success his reply is, — "I would say there are three things that stand out more than all the rest, — Work, Optimism, and Determination." Although he has done hard physical work, his greatest work has been his constant and endless intellectual activity. His mind is a cataract of endless and ceaseless thinking, planning, evolving, organizing and executing. This is work of the hardest nature. It is the extreme opposite of indolence. Thomas A. Edison, with whom Mr. Maytag was acquainted, is quoted as saying, "There is no expedient to which a man will not go to avoid the real labor of thinking."

In January, 1933, at a meeting of field managers at the factory, Mr. Maytag was discussing the way he had work, and added, "Sometimes I have wondered if it were really worth while — but now, as I look back over three-quarters of a century, I would not have had it different, unless sometimes I might have worked a bit harder."

Like the facets of a diamond are the many interests, duties, and activities toward which Mr. Maytag has directed his energies. Of these none are more remarkable or inspiring than the human relations between him and his associates. In this category he instinctively places all those who are a part of the same process of



Roy A. Bradt, Vice President.

which he is a part — a process of creating finished products for the purpose of creating for his vast army of associates, happiness, livelihood, wealth, luxuries, and progress.

The manufacture of a Maytag washer is not the goal or end, but rather the means to an end. The real goal is the happiness it brings to some owner in relief from work and drudgery, — the income such a process gives to the men who produce the raw material, who fabricate it, who assemble the parts, who transport them, and who sell them; to the army of stockholders who have loaned their money for the conduct of the business. His associates are all those who stand in the space of industrial activity, from the raw material down to the satisfied user of the finished product in the home. The man in a Youngstown, Ohio, plant, working on raw material which will later become a part of the Maytag washer, is as much a part of his institutional domain as the man in the plant across the street from his office. This is the Maytag Institution, — his Institution, and all these men and women are his associates.

An abridgment of the spirit of enterprise, loyalty, and coöperative exercise that exists within the circle of Maytag influence sounds more like an encomium than like a biographical record. Far flung, beyond all scope of ordinary realization, will be found the results of his help, thinking, influence and inspiration. Like a good King his chief thoughts are with his subjects, — his associates. He seems to get the most enjoyment out of life when he can interpret his own labors and efforts in

terms of men-hours of employment and their income; of increased standards of living in both the organizations of manufacturing and distribution.

He has been generous, even lavish, with his own money with his associates and townspeople, yet one of his greatest fears is that by giving to individuals unearned aid he may be contributing to their weakness and delinquency rather than to their growth. Help of this kind has in years past brought him some very bitter disappointments. To make a man a gift of $50.00 might be destructive, but to make it possible for him to earn $50.00 is doubly beneficial. He has a keen sense of duty and obligation toward employing, to the best advantage and for the greatest number of people, the benefits of the great organization that he has built up. This he feels is the greatest benevolence of all, and one in which there could be little or no danger of misanthropy. The greatest good can not come from gifts or charity. He feels that what people want most is opportunity.

Early in his career he came to the conclusion that there was but one road, one answer, and one principle which led to the greatest of all benefactions. He believes that a sound business, a sound policy, and a firm foundation is the greatest medium of perpetuity. In this he is resolute and unswerving. He wants to see his men fully paid, but not overpaid; he likes to have their working conditions of the best, but not extravagant; when an expenditure or appropriation is being considered, the first and chief consideration is — "Is it good business for the organization as a whole?" He

refuses to help a few individuals at the expense of the organization. He refuses to favor one class above another. To do so is unsound business, because to him this is a dissipation of mutual resources.

In the early days he spent much time in the shop and knew most of the men by their first names. They were a sort of family — working together and instantly challenging anything that threatened the success or growth of the company. Under his direction they were happy and contented. Labor troubles and strikes were unknown. That was many years ago. Where there were dozens of men then, there are thousands now. When he walks through the shop today he sees only an occasional face that is familiar. Yet, under his generalship, the men are just as happy and contented now as they were twenty-five years ago. There are still no strikes, no labor troubles, and not even Unions. There has been no need for them. Fred Maytag has given them all that Unions could give, and more.

No group of associates is more jealously guarded by him than the stockholders, — those individuals who have entrusted to him a portion of their earnings with which to conduct his business and from which they have a right to expect fair return. To conduct a business on anything but the soundest basis would not be keeping faith. A healthy growing organization, a successful business, a well-founded and rugged structure is the best gift he can give to the present or leave to posterity.

Nowhere is his true spirit more evident than in his every day work. He has always had prodigious phys-

ical strength and endurance. Until after his 75th year he was invariably at the office at 7 o'clock in the morning and seldom left before 5 in the afternoon. Many nights saw him back at his desk from one to three hours after dinner. He made it a practice, in order to keep his fingers on the pulse of the business, to read through all incoming mail, sort it by departments, and deliver it to department heads. In 1925 he tried to let go of the strain of active management and to leave to younger men the burdens which had been his for nearly more years than he could remember. He would try to spend some time away from the office traveling, looking after other interests, only to return again after a few days and long, like an an old fire-horse, to get back into the harness. His attempt to step aside and leave his work for others was truly pathetic. "I am not an old man. I can do as much now as I ever could. I don't need a vacation. I don't know what to do with myself." Sometimes the urge would be too strong. He would go to Will Sparks, the office manager, and apologetically ask if he might work the mail, just for something to do. He would take the stacks of many hundreds of letters, already opened and unfolded, to his office and thoroughly enjoy every minute of the hours it took to wade through the mass of detail, read every letter and sort them by departments.

Harvey S. Firestone in his "Men and Rubber" says "Every American business of consequence has been built up by one man staying on the job."

While he is today still active in the direction of the

major policies of the company, he has been able to free himself of the details, which in the last few years have multiplied themselves many times over. The majority of his time is spent in Newton and at the office. During the hot summer months he usually spends the week-ends at his summer home on Lake Geneva, Wisconsin. The balance of his time is devoted to traveling the territory, attending field meetings and business conferences.

He is a proponent of strict discipline, because it is sound business. He demands accuracy, industry, and loyalty, by setting an example that employes instinctively follow like a beacon. He is lenient and tolerant, to a fault, but when that leniency invades or violates a rule or law of business, he is the quickest to call a halt.

When a mistake is made he wants to know why, — not so much to know who made it, but to safeguard its happening again. Above all he is not a fault-finder, and refuses to have a part in anything picayunish. He shows no favoritism, regardless of who is involved. He is just as quick to correct a junior executive as he is the office boy.

If there is an unpleasant situation which must be corrected, or an embarrassing change to be faced, he has no hesitancy in plunging into the heart of it. Much like a cold bath, — the quicker the better. Many times other executives have offered, asked, to relieve him of some unpleasant duty, but his answer is always the same, "No, it is my job, and I won't shift that responsibility."

He has a powerful influence of leadership, and a peculiar and outstanding ability to inspire confidence

and ambition in others, to spur them on and make them want to do more. The most outstanding example of this is evidenced in his contact with the sales organization which consists of company representatives and managers, as well as dealers and salesmen, totaling more than 10,000 individuals.

For more than four decades he has spent a great deal of his time traveling in the field and contacting and meeting the men who are on the firing line of business. He has made it his purpose to visit them, discuss their problems, and listen to their troubles. Many of his best ideas are inspired by this association with retail dealers and salesmen. They look to him as their leader and friend, and the ovation and tribute they pay to him at these meetings would bring a lump to the throat of a man of stone. No better explanation is needed for the fact that regardless of where in the United States he may be attending a meeting, men flock to hear him talk, to visit with him and meet him; that they compose songs and sing them to him; that men and women, both within the organization and out, write poems and dedicate them to him.

He is called upon to settle many controversies and arguments, and with the wisdom of a Solomon he listens to both sides carefully and patiently and then voices his opinion or decision. His willingness to listen, his fairness, his neutral and unbiased judgment, wins the hearts of both sides. Even those against whom the decision stands are satisfied, because they feel they have had a fair hearing. He can easily understand their

problems, because he has been both dealer and salesman.

Just as he enjoys to the fullest the happiness that comes from giving employment, so does he feel the burden of those unemployed and out of work. Greater than all other cares and responsibilities is his concern over providing a livelihood for as many people as possible. Work, income, necessities, opportunity, — happiness; for after all, these are the things life is made of, and what is more worth giving than these. He has schemed and planned, reorganized and changed, that as many families as possible could look to Maytag for an income. But whatever changes are made, they must, above all, meet the requirements of "Good Business." He doesn't believe in starvation wages just to be able to give more people jobs. Bare subsistence is not progress, but little more than existence. He pays his men well, and wants to pay them all they are worth; has a reputation of paying the highest wages for the same class of work in the middle west, if not in the entire country. Yet, from the standpoint of good business, it is just as bad in his opinion to overpay as to underpay. An overpaid man represents a waste, either in money, opportunity, or employment, or all three.

Some of the days of greatest concern were those when the company was faced with the necessity of closing the plant because of the continually decreasing business activities throughout the nation. In a long series of meetings with the Board of Directors he discussed and debated this emergency. Change after change was made; plans were revamped, but it was finally neces-

sary to close down for an indefinite period of time. Notice to the men merely said there would be no work next week, and they would be notified when to return. That night at quitting time he stood silently looking out of the window, his hands deep in his pockets. As the men went past on their way home, he turned slowly from the window, with tears in his eyes, and said to Will Sparks, who was with him in the room, — "I don't know what more we could have done, — but I'm glad from the bottom of my heart that they don't know how long they are liable to be idle, because they would be so discouraged."

Many times during the lean years, even though the warehouses were full, he would manage to find a way to bring the factory men back to work for a couple of weeks before Christmas, just so they might have a pay check for the Holidays.

Such loyalty, respect, reverence, is not to be marveled at, because how often in American business will be found a man, eminently successful after years of struggle, who still spends much of his time in the field; who, in spite of his age, still finds his chief interest in the men and women on the firing line of business, and who will stop to listen to their troubles, their problems, — both business and personal; who visits with them and makes them feel that he represents them, with his company fully as much as he represents his company with them; how often will be found a Captain of Industry, many times a millionaire, years past the age of expectancy, still in active management, yet year in and year

out exposing himself to the hardship of traveling from Maine to California, from Washington to Florida, tens of thousands of miles, just so he may associate, encourage, and keep faith with his boys; how often will be found a man whose requirements for his personal comfort and enjoyment are so few, yet who feels so keenly his responsibility toward humanity. Those who are close do not wonder that such tributes are paid to him; they are but the natural reaction of a wholesome people to a natural leader and a friend.

In one of Ida M. Tarbell's biographies she says, "When a man emerges in this country, not afraid to speak when he has something to say, with courage to take responsibility and see a thing through, people begin at once to urge him into politics." Long before Fred Maytag felt he could take time to leave his business, even for short periods at a time, this happened, and has been happening ever since. While it is true he has been in politics, he has not regarded it as a career, and each time he has served, it has been in response to a call to come to the rescue of some situation.

Somehow, during his years of struggle, he has seemed to be able to solve the mysterious secret of getting keen satisfaction from life. Locked up tight in his heart is the source of strength that makes it possible for him to face the great sorrows and disappointments he has met. He has not put these ordeals aside flippantly, but rather with grave and thoughtful consideration, as though to be sure he had not misunderstood. Then, as if to gather strength from some unseen source, he

would throw his shoulders back a bit, stand a bit straighter, smile, and go on his way.

His years have seemed to have little or no effect upon his purpose and vision. In a talk made on January 10, 1933, to sales and company executives, he expressed a deep obligation of his organization to the public. "We hold an enviable position in the industry today — a position of Leadership. However, along with leadership naturally comes the confidence of the public. A grave responsibility rests upon us in respecting that public confidence. We must maintain the quality of our product, in every respect. We must give them more — because they expect more. We must be honest and truthful with them because of their confidence in us. We must set an example of service to the people of this nation, because many other companies are following in our footsteps. And, above all, is our obligation to the housewives of the world. When anyone — either individual or organization — has attained leadership, he can not rest there. He can not coast along on his prestige. He must work even harder to maintain that leadership because leaders must either go on or fall back — they can not stand still."

In the same address he paid a great and sincere tribute to those who have been associated with him. "The proudest moments of my life have not been when I was accorded some public honor. They have been during the times when I could recognize and award merits to men who have been associated with me in business. The saddest moments have been when those associated with

George M. Umbreit, Vice President.

me have passed on, or have broken a trust that I held no less than sacred. One can buy more machinery, one can attain more wealth, but one can not buy real Friendship.

"I have passed the mark of three-quarters of a century, and while much lies behind in the years I have taken to build up this organization, a great deal lies ahead. Although I have passed much of the active work along to others, I have not ceased to hope and to have dreams for the future. I have given my life to the building of a monument to a name, to an ideal, and to a purpose, — one that I hope will be perpetuated down through the years, — one which will stand untouched and undiminished, after I have passed on.

"My hope is that this will be done — not alone because I want to see it done, but because it must be done. There are responsibilities which leaders must accept, once they have attained leadership. I hope that you, as part of this organization, will share in your responsibility to the public, to the thousands of Maytag employes and Maytag stockholders, and to the millions of Maytag users all over the world.

"I feel proud of the men who have grown up with me, — my boys who have helped to make this business what it is today — an institution with a world-wide reputation for achievement. I owe much to them, because without their loyal support and trust I could have done little. An institution does not consist of so much brick, stone, and machinery, but its greatest assets are personalities. The buildings and machinery might

be destroyed entirely, yet we could go ahead and replace them, but if the entire personnel were destroyed — even though the factory were left standing — Maytag would be lost forever. I can not pay too high a tribute to those who have worked with me, in the factory, in the field, and in the office. It has been the result of teamwork. I want to express my thanks and appreciation, not only to all you who have helped me, but who will still share in the perpetuation of this institution. We want the world to know that Maytag is permanent, — that it will continue to grow, down through the generations. I know that it will mean hard work and that it will take courage and foresight and determination."

If any person would learn the key to this man who stands, without question, as one of the most provocative industrial leaders of the midwestern states, if not the entire country, who has attained world leadership in his particular industry, who has many times been asked to drop his own work and his business to come to the rescue of civic and political administration, who — in spite of honor, recognition and tribute which have been showered upon him — still remains, in his 78th year, humble and unselfish and ambitious — let that person go to his office and watch this man during his work and routine, during his play and relaxation, and during hours and days of grave stress and deep perplexities.

PUBLIC SERVICE

CHAPTER XV

PERSONAL AND POLITICAL

SENATOR MAYTAG was not in the usual sense much of a politician. He never had any idea of giving politics any considerable place in his career. He inherited his republicanism. Early in his citizenship, Daniel Maytag allied himself with the young Republican party as did many of his compatriots of that period approaching the Civil war and he remained unflinching in his party devotion.

It seemed to require no sacrifice of judgment or of inclination on the part of the elder son gracefully to accept his partisan inheritance. In political as in other relationships he was not disposed to be exuberant or dogmatic. He shouldered no chips to be knocked off by those of other fighting faith, but in case of challenge he asked no favors.

Aside from voting the party ticket the Senator in his early manhood had not much to do with politics in an active way. He had not been long in Newton before he was elected to the city council where he gave six years of service very much worth while. As he grew in experience and influence he became more and more of a political factor in his community and in state affairs, due chiefly to appeal on the part of personal and party friends.

Quite against his wishes, in 1893 Mr. Maytag was placed in nomination for State Senator. He was engrossed in business to him much more interesting than politics. He had no urge of aspiration for public office. He gave almost no attention to his interests in the campaign and was personally gratified when he met defeat at the hands of a popular opposition candidate.

Eight years later he more graciously accepted nomination to this office and this time he did not let affairs of the campaign go by default. He made an active canvass and easily won substantial victory.

In those years there was serious factional division among Iowa republicans. Behind A. B. Cummins was lined up a fighting host of republican party workers chiefly among its younger members. In 1900 he was narrowly defeated for United States Senator in perhaps the most strenuous senatorial campaign in Iowa history. In 1901 he sailed through bloody seas, as it were, to the governorship. Opposed to his aspiration were most of the more conservative republican leaders, proud to be known as standpatters. From column to column of the opposing forces the party colors of victory shifted from year to year.

Maytag came up for re-election in 1906 as also did Governor Cummins. In Jasper county the old guard was firmly entrenched in strong leadership and in voting power. Because most of these conservatives were personally very friendly to the Senator, what was believed to be an airtight truce was declared between the factions, Maytag to be let alone in his candidacy for

the senatorship if he kept hands off in the governorship fight. All was working smoothly until in one, two, three order men were urged by the anti-Cummins forces to get into the race for Senator. Thereupon all compromise was declared off by Maytag and factional lines were formed.

Great pressure had been brought to take the Senator away from the Governor. He was warned by friends and threatened by foes. He was fairly ordered to Des Moines to treat with a corporation captain. He complacently accepted the invitation. Advised as to the folly of going down with Cummins when he might otherwise so easily secure a second term the Senator gave no sign of surrender. He was bluntly informed that the conservative dogs of war would surely get his political goat. It takes a lot of irritation to stir to the depths the temper of a Dutchman of the Maytag type but this thing then and there occurred. Daring the dictator to do his worst he went back home to make a finish fight.

From Des Moines headquarters were dispatched workers to open an office in Newton charged to bring back the scalp of the uncompromising Senator. It was such a campaign as has rarely occurred in Iowa and Iowa has at times been considered a real political battle ground. It was a close finish but old Jasper gave the delegation to Cummins and a unanimous renomination to her popular son fighting with his back to the wall. A great senatorial victory at the polls occurred in November.

Senator Maytag was more and more coming into political recognition outside of his own county. In political conference his judgment was valued and in a wide field his counsels were sought by party leaders. In the Senate he made an outstanding record. His work as chairman of the important committee on appropriations is significant of a firm grasp on public problems and shrewdness of judgment and breadth of view in the promotion of economy without the exercise of blighting parsimony. He knew how to get important results in close alliance with senate leaders without regard to party — "men of opinion and a will" — men chosen to do the public business, not on the basis of lurid campaign promises but on the merit of conduct in and out of office — men learned in the law, business men, men of practical affairs, farmers bringing to the service equipment of value acquired in successful pursuit and in important community relationship.

Through with this public commission it was his purpose to devote himself strenuously to business which does not successfully mix with office holding. To this decision he steadfastly adhered against the most persistent pressure of tempting party allurement. He was frequently urged to enter the lists for Governor or for the United States Senate.

In 1926, when it became necessary to select a successor to the late Senator Cummins, Senator Maytag was assured that if he would accept the republican nomination he would have no opposition either in the convention or at the polls. To this unusual tender Senator

Maytag made careful and thoughtful reply as follows:

"I sincerely appreciate the honor and tribute that has been given me by offering me the highest position that the people of the state of Iowa can give, and I regret very much that I cannot accept it. I am happy where I am. I have a great many business duties which I cannot leave and besides I want to spend the rest of my days with my boys who have helped me build the business to what it is today. Years ago I needed their help — they need mine now, and I feel I owe myself to them."

In this definite decision Senator Maytag finally closed against himself the open door of political preferment. Nothing in the comprehensive career of this man more firmly establishes his sound judgment and firmness of character.

In all legitimate human endeavor there is no activity in which there is in ultimate experience less of satisfaction than in a planned career in the field of politics. Its streams are lined with human wreckage. When men have been persistently pursuing the bubble reputation along political lines with what may be considered unusual success it is the rule rather than the exception for them to meet with final defeat, disappointment and despair. In reaching this conclusion Iowa political history covering a period of sixty years is thoughtfully considered.

An old stager in political observation and experience was once asked for advice by a younger man then in early legislative service. He believed he had in his

reach a tempting opening in the practice of the law in a larger field. To take this way out was to abandon alluring political ambition. The reply was substantially in these terms as to the political future: "You easily secured the position you now fill. You may as easily secure reëlection. Then you have in the back of your mind, as you say, the hope of a seat in Congress. There are quite a number of men in your district eyeing the same seductive prize. In view of the general situation the prospect for nomination and election is not reassuring. But we will assume that you win over all other aspirants. That you are reëlected to Congress a number of times until your name is emblazened on the scroll of state fame with somewhat of national renown. Then if you want to realize the full force of achievement and the full measure of ultimate satisfaction take a little time to consider the later days of Grimes, Harlan, Henderson, Hepburn, Lacey, Perkins, Hull and many other very able Congressmen of your state after they had brilliantly served and after the iron of ruthless denial has entered the soul of the public servant."

Later the luminous example of the gifted Cummins might have been added. After fighting his way to political eminence, after years of service popular and preëminent, he was ruthlessly slain politically and physically by an indignant constituency in utter misconception as to what was perhaps the best service of his entire political career. The same fate befell the brilliant Grimes, Iowa's first republican senator, denounced and despised to the shortening of his life for prevent-

ing the conviction of President Andrew Johnson, an act later to be generally regarded as eminently just and politically expedient.

If in the exercise of human conceit and credulity it were believed that such writing as this would tend to suppress the common aspiration to public office it would be unpatriotic to give it publicity, even to the limited circulation of this modest volume. The public service must be continually performed by recruits from among the more ambitious citizens and it is well for such aspirations to be a little blind to the perils of politics. But there is no danger whatever that political ambition will be in the least lessened by anything that may be said in the way of warning. The fascination of the public service, the lure of leadership is so irresistible and pursuit is so thrilling to the aspiring soul. It may be well that the "moments of sublime exaltation" once admitted by Governor Cummins in a heated campaign, serves to obscure the perils of the path that "leads but to bewilder and dazzles but to blind." In this country the public service was never at any time more in need of a political leadership on the part of men imbued with patriotism as well as ambition, men of intelligence to recognize and of courage to declare the way of public safety and the wisdom of sound political policy.

Speaking of politics recalls a real incident and a suggestive characterization. In a northwest Iowa county in the early days there was a fierce factional contest among the few-score participating voters. After the

battle one of its victims was asked: "Well, what do you think of politics by this time?" In a voice thick with rum and resentment the answer was, "Bolitics, Bolitics za dummed old fool."

CHAPTER XVI

THE SENATOR FROM JASPER

ORA WILLIAMS *

IN THE legislative history covering the period when he, in his modest and painstaking way, was functioning in the role of statesman by serving in the Iowa State Senate, the name of Senator Maytag will not appear often in the headlines, which would be entirely in accord with his own estimate of that service. He never sought to be brilliant, or spectacular, and never resorted to any flashiness or posing. But any list of the men of Iowa to whom credit should be given for real service during the first decade of the present century must include his name. It should be near the top.

The calendar shift from one century to another was also a transition into a new era in the political evolution of the Hawkeye state. Not that there had been stolid resistence to progress, or any lack of fine spirited men in public life, but there was a feeling there had been some lagging behind without adequate excuse. The desire was for going forward toward definite goals related to better government. Into the movement to carry out that desire, Senator Maytag was thrust by his neighbors with better judgment than they knew.

* As a widely known legislative newspaper reporter during the time Mr. Maytag was in the Iowa Senate, Mr. Williams writes of those days and doings from first hand knowledge.

Iowa was not a very old state when the stalwart business man of Jasper county took the oath of office before a president of the Senate in January, 1902. But growth had been steady. For every inhabitant of Iowa at the time of taking on statehood there were twenty at the opening of the century. They had come from everywhere. Out of their diverse notions as to what to do and how to do it had come a composite of very fine American ideals. They had practically completed the physical equipment in the way of public buildings, institutions, churches, schools and the means of transportation. The plant was ready for a happy and prosperous community. Iowa was a going concern.

At the very outset most excellent provision had been made for expressing the will of the people as to matters of common interest and for crystallizing into law the best thought of the voters. But mindful of the fact that government by the people must ever be in the process of making over, a new code of laws had been adopted just a few years before. The task and the duty of rewriting the code had drawn many able men into the councils of legislation. There were groups already formed into which strong men placed themselves. Divergence in ideals had developed factions that were anathema to timid souls and joy to red blooded sons of the sod breakers. The differences were as to how and why; all agreed there was much work yet to be done. But also they agreed that it should all be within the limits of the American system of representative government and a divided responsibility.

Senator Maytag had been all his life actively interested in everything that pertained to the welfare of the state and all its parts. He was schooled in matters pertaining to the farm, the store, the warehouse, the shop and factory, the political convention, election day and its problems, taxation and economy. Perhaps he only dimly sensed the fact, but of a truth this was just the equipment needed for grappling with the problems that were then at the front. His mind was clear and his hand steady. He could see way down the political lanes and also appreciate the little things near at hand. In state affairs, as in his personal business affairs, he was for going straight ahead.

When Senator Maytag took his seat far on the right hand side of the State Senate, he might have been called according to the political lingo of later years, a member of "the left." He probably accounted himself to be rather of "the center." He was not a crusader. Nor was he a follower. There had been revolt in the slough-grass districts; and the Skunk river valley marked a broad belt of tall grass right across Jasper county. The evidence was conspicuous in both houses of the legislature that the voters had decreed that things should not be entirely just as they were before. Dissatisfaction had expressed itself in the ballot boxes. The restlessness was such as to indicate that it was time for action. Senator Maytag was in full sympathy with the predominant movement of the hour. He was ready to give his help.

From the executive office, Leslie M. Shaw retired

as Governor that cold January of 1902 already assured of a place at the head of the United States Treasury under Col. Theodore Roosevelt. Albert B. Cummins rode at the head of the parade to the State House after taking the oath at the Auditorium down town, commencing a notable seven years as Governor of the state before he, too, should step upon the larger stage of national affairs. John Herriott took up the gavel in the Senate as it was laid down by J. C. Milliman. Willard Eaton was elected Speaker of the House. Wm. B. Martin had been Secretary of State and Gilbert S. Gilbertson Treasurer of State, each two years. Frank F. Merriam, later to become Governor of California, had another year to serve as State Auditor. To all who are familiar with the Iowa history of that time, these names suggest the changing order. Those who were bringing new ideas into statecraft were listed as "progressive." Senator Maytag was destined to play a pretty large part in this movement in the next ten years.

The first job for the new political broom was to sweep up some neglected political garbage. Complaint had long been loud that selfish interests, especially the corporations, dominated Iowa politics and legislation. What to do about it was a problem. The remedy finally took the form of remodeling the election laws and giving, for the first time, some legal control over political party methods. There was a real evil. The only remedy seemed to be the establishment of the principle of making party nominations by direct vote of party members. But even before this could be accomplished, one more

direct blow at the wrong system that had grown up largely through neglect, was decided upon by the group of which Senator Maytag was one. This was abolition of the free-pass system by which the railroad lobbyists exerted an undue influence in all political matters. These two things were regarded as essential for political reform.

The free-pass was outlawed by the Thirty-first General Assembly in 1906, and the statewide primary election system was adopted by the Thirty-second General Assembly in the following year. By reason of a change in the constitution two legislative sessions came in successive years.

In this political reform Iowa was a pioneer. The movement did not entirely stop here. The state undertook to establish a two cent passenger fare. The assessment of railroad property was brought up to an equality with other property valuations. All corporation laws were strengthened. It was a period, also, in which there was much done to revise and improve all the laws of the state relating to business matters. Important drainage legislation was enacted. A start was made in pure food regulation. The movement for good roads had not gone much beyond the "road-drag" stage, but it received attention.

Senator Maytag quite naturally was placed on the appropriations committee of the Senate right at the outset. It was inevitable he should be advanced to the chairmanship. Here he did his best work. This committee holds the purse-strings of the state. One big

change was being made in regard to the management of state institutions. Some years before, the state had made a great forward movement by placing all the state institutions other than the colleges under a state board of control. Now another great step was taken by placing all the institutions of higher education under another board. These two consolidating and simplifying acts marked out Iowa as a pioneer in adopting better business methods in state affairs.

In all of this gigantic legislative program the Senator from Jasper had a helpful hand. He did not shirk responsibility. He frankly advocated a wise expansion of all the activities of the state. He knew it would cost money. He also knew that the people would not begrudge money if it was well spent and got results. It had seemingly long been the policy of legislators to reduce appropriations to the lowest estimates regardless of growing needs. In fifty years the state had expended for permanent improvements what seemed like a large sum, at the various state institutions and schools and farms. During the period when Senator Maytag had a hand in state money matters a sum fifty per cent larger was expended in permanent improvements on these same institutions. And it was done with almost no increase in taxation. Somebody was applying sound business principles to state affairs. In quiet committee rooms the Senator from Jasper was holding the reins.

All this time, Senator Maytag was busy with his own business affairs, though he never neglected his obligations to the state. He was a member of the general

assemblies numbered from the twenty-ninth to the thirty-third inclusive, and in one there was a short extra session.

The presiding officers of the sessions in which Senator Maytag sat were Herriott, Garst and Clarke. A fair estimate of the movement for better government that came to rich fruition in this period was given by Governor Garst in his message in 1909, in which he stated:

"The Nation is passing through an era of change leading onward and upward to higher ideals in law and the administration of government, and to a better and sounder basis for the conduct of business. There has been an awakening to a sense of personal responsibility such as to sanction that which seems to some persons to be almost revolutionary; but that the people applaud the steps taken and a great majority have recently approved a program of further development of the best ideals, indicates they are sincere, earnest and firm in their demand that all the activities of our private and public life shall be made to harmonize with the eternal principles of right and justice. An unbiased survey of the history of our beloved state shows that within the scope of our rights and the limits of our authority we have been meeting that demand of the people for the better things."

In the years of his public service, Senator Maytag lived up to that high ideal, and it is no disparagement to the many others with whom he had been associated that it can be safely asserted he had a very large share in a memorable forward movement for Iowa.

FACT AND PHILOSOPHY

CHAPTER XVII

THE MAYTAG SPAN OF LIFE

SENATOR MAYTAG has lived in the most interesting period in all history. It has been a continuing succession of thrills gaining in frequency and in fervency within the passing years.

The most visionary, the most erratic mind of the middle years of the nineteenth century could not in its most fantastic mood have dreamed of achievement now in evidence.

In these four score years the world has gone farther forward along all lines of progress than in all previously recorded time. The rich of the earlier years could not buy with money or with power comfort and indulgence now within the reach of a very moderate income. Many privileges and advantages now common to the average member of society were not then available even to royalty. Much disease then unconquerable has become largely within human control. Broken bodies then marked with doom are now miraculously restored to comparative comfort and usefulness. The child of poverty now has opportunity for life equipment then reserved for the progeny of affluence if, indeed, available at all. We may trifle away our lives in riotous living or in reckless adventure but to the prudent and the thoughtful years have been added to life expectancy.

We may waste our years in waiting for breaks that will bring us the more tempting rewards of existence but to the provident and the persistent in practical pursuit there is usually much to be secured.

In the field of inventive genius there has been such miracle working as to confound the most optimistic. Suppose in those early Maytag days a group of dreamers had gone into a huddle individually to record the strangest predictions of their mercurial minds. One might have said within four score years the earth and the planet Mars would be in practical communication. Another might have announced the wild idea that within this period the human voice would be made to carry around the world. Which of these two crazy notions would then have seemed the more sane and probable?

Suppose it had been predicted by one of these sanguine seers that vehicles would pass along the public highways at a speed of a hundred miles an hour, or that men would fly through the clouds at twice this speed, or still another, that perpetual motion would become a common factor in the element of energy, which wild prophesy would have been regarded as most likely of realization?

What should have been thought of a man who in gross assumption would have announced that there would come into common exercise as energy extraordinary and revolutionary an element then unknown, when discovered not to be understood or subject to interpretation, what would have been his standing among the wise men of his time?

PHOTO BY CLAUDE C. MATLACK, MIAMI

Left to right: F. L. Maytag, Thos. A. Edison, Harvey Firestone.

In the beginning the Author of Creation compassionately said let there be light, and accordingly there was light by day. In the fullness of time, working through the agencies of Divine Providence, men turned the darkness of night into the brilliancy of noonday where there was work to do or leisure to enjoy. Would any such prediction in the middle of the last century have been entitled to respectful consideration?

Had it been seriously predicted that within this period artificial heat would be wholly dispensed with by the conversion of solar heat to human need and that the slimy substance of which was composed the scum on stagnant pools in the Keystone state would become a mighty factor in world affairs, would there have been any choice between these propositions of rash presumption?

Could a man who then persisted in pestering practical people with crazy prediction covering only present performance of the wireless transmission have kept out of the hands of the commissioners of insanity?

What could have been more amazing to an American in those days, four score years ago, than a glimpse into the near future as time is measured, into a land filled with hospitals and libraries and the comforts of the modern home, of lavish provisions for the unfortunate such as actually exists today?

All amazing achievement of this period brings man no nearer to full satisfaction of his extravagant demands upon the forces of human destiny. If it were so progress would cease and life would be drab and

dreary. It is unfortunate, however, that those of this generation do not more fully appreciate the precious privilege of living in these glorious days in spite of adverse conditions of their own creation.

The high cost of living may make the judicious grieve but it cannot be denied that we get more living for our money than has any previous generation.

Daniel and Amelia Maytag might well have loved the mother country but the wisest act of their well ordered lives was to become citizens of the United States. In choosing such parentage and such a time and such a country in which to be born into such rich heritage of opportunity and privilege their illustrious son was wise beyond ordinary foresight and discretion.

CHAPTER XVIII

GENEROUS CONTRIBUTION TO SCIENTIFIC RESEARCH

WITH A FUND of one thousand dollars the Southwestern Presbyterian Sanatorium at Albuquerque, New Mexico, was established in 1907. Its purpose was to make better provision for the treatment of the increasing number of tuberculosis patients coming to that region for relief, climatic and otherwise.

Within a period of twenty-two years it had an investment of more than a million dollars in buildings, equipment and in endowment largely, if not wholly, provided by donation.

Among the more important needs unsupplied was a research laboratory for tuberculosis with which the institution might much more successfully carry on its campaign against the insidious disease.

Senator Maytag was consulted about this appealing situation, perhaps due to the fact that his youngest daughter in budding womanhood was banished to that favorable climate to arrest the tuberculosis infection. The Newton philanthropist upon thorough consideration of the situation offered to contribute for this laboratory purpose the sum of one hundred and fifty thousand dollars if the Sanatorium Association would raise an endowment fund to yield an annual income of twenty-

five thousand dollars. The enterprise involved much of detail in the way of construction and management but full agreement was finally reached on terms required.

The comprehensive new structure besides housing a number of Sanatorium branches then housed in separate buildings was to embrace special research rooms such as one general laboratory, sterilizing room, animal room, inoculating room, incubator and inoculating room for cultures, a balance room, a medical laboratory, offices necessary for staff and private laboratories and a lecture room for clinical research. There was also to be a male ward and a female ward of twelve rooms each, endowed and each having two bath rooms and a private sleeping porch.

It was ordered by the Association that this Sanatorium adjunct be known as the Maytag Research Laboratory.

This magnificent gift, this large investment in humanitarian service was so quietly made and so modestly concealed as to fail to come to the knowledge of most Iowa people including many personal friends.

CHAPTER XIX

SPEAKING OF EDUCATION

THE LEXICOGRAPHER refers to education as "the act o process of educating; the impartation or acquisition o knowledge; act or process of training by a prescribe or customary course of study."

Such definition does not necessarily make educatio a specific product of the schools.

The wisest man of his own and of other generation was Benjamin Franklin who had nothing to do wit curricula and narrow contact with textbooks.

John Marshall, the mighty magistrate, had very littl direct aid from the schools in the production of th profound legal opinions that so much served to "pre serve us a nation."

The most influential man of his times was Henr Clay, almost a stranger to the "act or process o education."

Abraham Lincoln, the man most important to hi country in its greatest emergency, owed practicall nothing to "process of training by a prescribed or customary course of study."

One of the most eloquent men of the nineteenth century was Robert G. Ingersoll with very little schooling, who declared "colleges are often places where pebbles are polished and diamonds are dimmed. If Shake-

speare had graduated at Oxford he might have been a quibbling attorney or a hypocritical parson."

The elusive element we call success has no royal origin. It may be denied to the wise and the prudent and reserved for those of more ordinary equipment.

The benign and beloved Dean Stanton, so long and so successfully associated with the great work of the Iowa Agricultural College, related with evident and infinite satisfaction this college experience:

A young man, who for this purpose is named John Jenkins, was duly matriculated. He entered with enthusiasm upon his college career. It became apparent, however, that John was groping in a blind alley. He just couldn't seem to understand what it was all about. Undertaking an important but embarrassing duty the Dean informed the bewildered student he was wasting his time and money in college. He would be better off out in the world where brawn received its just recompense. He would doubtless be able to make a living some way. John accepted the situation gracefully but with evident chagrin.

"Years later," said the Dean, "I was changing cars at Creston. While on the platform awaiting the arrival of my train a man rushed up and said, 'Why, hello, Dean Stanton! You don't remember me do you? I'm John Jenkins. You know you kicked me out of Ames'."

Mildly protesting the way of putting the case the Dean was assured, "Why it's all right, Dean, all right." Asked what he was doing, John said, 'I am chef in the Blank hotel in Chicago. I get six thousand a year. Let's

see, you get four thousand bucks don't you Dean?"

In the process of kicking John out of the college for which he had no essential use into a field for which he was inherently fitted the student was kicked upstairs into a pathway that led on to fortune. Armed with a diploma he would probably never have considered the scullery work which was doubtless antecedent to his promotion to highly lucrative employment. He would unhappily have depended upon his degree in the choice of some genteel career in which he would have struggled for existence.

The pursuit of letters, the possession of erudition is responsible for very much of the worth while achievement of the modern world. Institutions of higher learning have given form and force to inherent talent that much extended its sphere of usefulness but this is not to say that men of inquiring minds aspiring to achieve are confined to textbooks in acquiring intellectual equipment. As heirs of the ages they easily appropriate to their own use from the accumulated reserve of knowledge and experience that which will best serve the plans and purposes which is commonly current in interdependent relationship.

Shakespeare did not acquire his keen intuition nor his facility of expression from the yokels of Stratford or the works of nature on his native heath. Access to current world literature, association with men of erudition and its intellectual products served to supplement his meager personal contact with more original sources.

Ben Franklin in early life and ever after moved in

an atmosphere of intelligence and achievement which gave growth and vigor to his aspiring soul.

The boyhood environment of John Marshall with its low estate of underprivilege afforded uninspiring background for his outstanding career. But a rich legacy of inherited intellectual genius gave him easy entrance into comradeship with the wisest and most influential men of his eventful generation which gave him the breadth of spirit and depth of power that made him a master in juridical construction.

The fine mind and charming personality of Henry Clay was wonderfully reinforced in power and efficiency by association with the flower of American learning and culture of his generation.

In early manhood Lincoln, the unlettered, developed absorbing intellectual appetite and power of mental assimilation which brought within his understanding the more important of accumulated knowledge and made him master in the field of polemics.

All these great men and all others of limited schooling who have recorded outstanding intellectual achievement were very substantially indebted to the seats of learning with which they had no immediate contact. They borrowed heavily of men who had drunk deep from the Pierian spring. They merely came into possession of intellectual equipment and elements of power in less direct but no less important degree from the storehouse of knowledge closely associated with the centers of learning. It has been quaintly said, "half our knowledge we must snatch, not take."

It may at least be said to the satisfaction of those of limited school privilege that in view of illustrious human experience they need not abandon aspiration or hope for the richer rewards of human activity. What we learn in the way of equipment for achievement is more important than the way we learn it. The schools offer access to knowledge not otherwise available for use in careers occasional and the average man, however, who stakes his future very largely upon college acquisition is not usually in the list of world winners.

With or without education the rare personal exception occurring once in a million or so of population may crash all the gates of practical convention and draw large prizes in the lottery of human life. But under the usual rules of regulation the better rewards are reserved to those who are able to adapt to their own use and benefit the largest measure of accumulated knowledge and experience.

In explaining how he got that way the wisest man of all time says: "Wisdom is the principal thing; therefore get wisdom, and with all thy getting get understanding." Solomon was not a school product.

Henry Ford did not make "Who's Who" through college portals. He doubtless does not know cube root from blood root or Greek from Choctaw. In open court he expressed the opinion that "history is bunk." It is fair to assume, however, that but for the reserve of knowledge accumulated in centers of learning, the knowledge that is power, Henry Ford could not have established mechanical mastery, unrivaled genius in

organization and leadership in world industry at the peak of its development.

Men have achieved wonderfully in careers they had not chosen and for which they had no "training by a prescribed or customary course of study." A cartoonist, famous the world over, tumbled into an art career of eminence merely by accident. He had no technical training, no yearning for "art for art's sake." He has been heard to say in effect that the artistic temperament, so to speak, gives him a pain in the occipital area. But the arrival of this celebrity was not due to absence of cultural background or by ignoring the canons of art established by erudition.

Writing recently of Mark Twain, Owen Wister says: "His daughter Susan felt he would have been better for 'advantages' in his youth. Advantages, to be sure, do not hurt anybody. I'm not very sorry he never went to college. Suppose Hawthorne had been born in Florida, Missouri, and Mark Twain in Salem, Massachusetts. There is something I have squandered some meditation on."

The eccentricity of genius is beyond human comprehension. It flashes across the azure of achievement in utter disregard of all rules of convention. Frequently it ignores ancestry and advantage proud and appealing as it emerges in personality without prescribed title to recognition. As there is no royal road to fortune so there is no beaten trail to mountain peaks of prestige and power.

Senator Maytag refers with candor and possibly with

pride to the fact that all his schooling occurred within twenty-two months of school attendance. Much of this limited experience was under uninspiring influence and inadequate opportunity. The three months at Naperville, he says, was more important than all other schooling combined.

It should not be understood, however, that in so frankly featuring the fact of educational underprivilege Senator Maytag is inclined to undervalue the advantages of higher education. He may well feel pride, though in the achievement he registers with limited schooling. The real measure of successful manhood is ascertained by placing one end of the tapeline at the point of beginning of life's work and the other end at the peak of life's performance.

In the Maytag record is abundant evidence of appreciation of the benefits of scholarship. In his legislative career he gave very substantial support to measures designed to give aid and encouragement to the cause of education.

He was active and influential in the movement to establish the State Board of Education which has for more than a quarter of a century successfully administered the affairs of our educational institutions.

As chairman for several sessions of the Senate committee on appropriations Senator Maytag threw the weight of his influence, official and personal, for appropriations ample for the progressive needs of higher education.

He insisted that all his children should add to their

equipment for efficiency and influence the benefits of college experience. As his possessions increased Senator Maytag has liberally shared his prosperity with institutions in Iowa and elsewhere having for their object the promotion of education, of the arts and sciences.

In view of mere nominal contact with the "act or process of training" it is not easy to account for the Maytag proficiency in numbers, in the use of language and in penmanship. It should be understood, however, that a little schooling will go a long way when supplemented by irresistible urge to do, to be, and to have, and a passion for accuracy and pride in excellence of performance.

CHAPTER XX

THE WAYS OF WEALTH

MEN OF WEALTH in this generation are usually the architects of their own pecuniary fortune. Given presumably a genius for the turning of ways and means to material advantage they are rich because in their school of life they have majored in money-making and graduated with credits to spare.

The business of accumulating great wealth is not fundamentally conducive to tender emotion or generous impulse. It is rife with temptation to greed, covetousness, ruthless ambition and general indifference to human welfare. In such development money-making is about the most contemptible of all human endeavor. In the surpassing success of his sordid scheming its author must wilfully deceive himself if he feels he has achieved anything really worth while.

In these later and better days of human aspiration it has come to be understood by the more intelligent and discriminating that the chief reward in achievement is personal satisfaction and that in successful pursuit of this consummation man may not live unto himself alone. Even the exercise of intelligent selfishness tends to make the millionaire mindful of his fellow men. In the light of common knowledge and common experience it is not unreasonable to assume that the more

wealth is considered by its possessor as a responsibility in the nature of stewardship the greater is his realization of personal felicity. Not money but "the love of money is the root of all evil," if such love is sordid and selfish.

Out of the abundance of his gifts and the exercise of his enterprise in helpful promotion Senator Maytag testifies to the joy of giving. Naturally he finds great satisfaction in the contemplation of his industrial triumph and in the accumulation it has produced but his happiness culminates in the sharing with institutions, communities and individuals the fruits of his genius and his aspiration.

There has recently been much editorial attention given to this spirit and purpose on the part of the Newton millionaire. Under the caption "A Useful Iowa Citizen" the Mason City, Iowa, *Globe-Gazette* gives expression to views widely entertained in Iowa:

"If Iowa ever adopted a policy of bestowing citations upon her most useful citizens, F. L. Maytag, founder of Newton's washing machine industry, would rate some most earnest consideration.

"With some, of course, the fact that he has created wealth for himself would be regarded as incriminating. But with those capable of discerning both forest and trees, there would be a recognition that in creating wealth for himself, he has created wealth for others — thousands of others.

"Nor does the story end here. Mr. Maytag's fruitful citizenship has reflected in the degree to which he

has 'shared his wealth' with his own neighbors. Here is a list of beneficences compiled recently at our request by one of those Newton neighbors:

Maytag hotel and office building	$1,000,000
Y. M. C. A.	250,000
Birthday gift to employes	132,000
Skiff Memorial hospital	4,000
Pipe organ and subscription to Presbyterian church	15,000
Sacred Heart church	7,000
Salvation Army citadel	75,000
Maytag Park and Endowment Fund	450,000

"This doesn't, of course, take into account the scores of generous gifts made by Mr. Maytag to those in need about him. By their nature they have not been, and never will be, publicized. Nor does it cover the rich contribution made by him to community, state and nation through the medium of taxation. Nor the remarkably stabilized employment provided by him for several hundred associates, in Newton and elsewhere through the land.

"On the whole the case of F. L. Maytag makes us doubt whether the wealth which has come into his custody under a system of reward for individual initiative could by any other system of government or economics have brought as much happiness to as many people. We would cite Mr. Maytag rather than swat him."

From another angle the Marshalltown *Times-Re-*

publican favorably views Maytag achievement under the title "Who Shares."

"Ford made an automobile. Maytag made a washing machine.

"It appears that both were good machines and sold at prices that attracted buyers. Both got rich. One got richer than the other of course, but both sold enough machines to become very wealthy persons.

"There is a little connection, not between the men but the machines. Both machines were sold to ordinary folks. The farmer and the mechanic bought Fords. The woman who did her own washing bought the washing machine. Both bought because they needed it. The Ford made the long miles short. The washer shortened the day, relieved weariness and toil and offered time for other matters. Might say within reason both were poor folks, working folks, machines.

"Ford, a bench mechanic, 'growed,' like Topsy. He left the bench but he put 100,000 other men in his place. Maytag started a factory to build a few washers. It grew. It aided greatly to make a 12,000 city out of a little town. It paid wages to other men for making washing machines and parts of washing machines. And they raised families, bought homes. No, the Fords and Maytags didn't get it all. Not by those hundred thousands the factories employed. But both got rich. Other able and active men have done the same thing.

"But did it make them public enemies?

"Coming close to home as wealth gaining and wealth sharing this Maytag manufacturer, who got rich paying

other men wages seems to have done some sharing. An Iowa newspaper recently published some interesting figures of Newton and the founder of the factory which has had much to do with the prosperity of the town.

(These figures previously quoted.)

"Now do we want such factories and those who found and operate them to gain wealth by their operation? Or shall we consider them as public enemies?

"What town or city or what resident in either would not welcome a factory, its employment, its wage roll as a public benefaction though the founder and operator did grow rich instead of remaining a bench worker?

"How shall we 'redistribute' ambition, ability and resourcefulness along with the mere money we may confiscate? How confiscate brains, energy and inventiveness?"

Wealth is a term merely relative. It has no definite terminology. Time and place and circumstances may serve substantially to modify its meaning in actual assets. George Washington is said to have been the richest man in the colonies with property he had inherited and married, assumed to be worth in the neighborhood of one hundred thousand dollars. Within the memory of men still active the possessor of fifty million dollars was said to be at the top in American opulence. In the sixties and seventies in the middle west ten or fifteen thousand dollars was modest competency and twice such sum actual affluence. In this country with the flight of time and the favor of fortune we have become more and more familiar with big figures in

finance. Not so very long ago a few hundred thousand was big money. Then we became accustomed to the use of the term "million." As yet the word billion, hardly within human comprehension, is made to apply only to great aggregation of property or to expression based on the taxpayer's tribute.

Time and circumstance also play tricks with the term "competency." A man of prominence in Iowa with considerable property and substantial income and by no means a spender, recently remarked: "I receive more money every year than my father handled in all his lifetime; but I am harder up every year than he ever was." Which experienced most in competency, father or son?

The manifest satisfaction of Senator Maytag in the art of gracious giving should not create on the part of institutions and individuals the impression that he is an easy mark to the importunate. He can say "No" in the least offensive and most convincing way known to English speaking. Even his good ear becomes dull and his engaging smile is apt to fade in the presence of pertinacity. In matters of giving he is, so to speak, a good deal of a self starter, his own accelerator and steering gear with four wheel brakes in fine efficiency.

In dealing with fervent appeal the Maytag head keeps right on doing business regardless of applied heat. He does not fall for fakers nor turn a deaf ear to sentiment. He has on rare occasion been "framed," so to speak, but it is usually by misrepresentation of the eminently respectable rather than by tricks of ordinary

turpitude. Herein as elsewhere he makes his own decisions.

The mental motor of Channing Pollock was hitting on all eight when he observed: "To accomplish anything, money has to be mixed with brains, as gasoline has to be mixed with air. Wise giving requires what Thoreau calls 'a genius for charity,' which means foresight, imagination and, above all, knowledge of and sympathy with humankind."

A significant side light, perhaps illuminating headlight, on the character and temperament and purposes of Mr. Maytag in his dealing with wealth appears in domestic development.

All through his family life it may be said Fred Maytag was what is called by old-fashioned folk a "good provider." Not a lavish spender, he had due regard for the prudent use of available family funds, but even in early domestic experience it was not his way to insist upon petty economies. In the prosperity that came along at a comparatively early period he planned liberally for the family. When reverses came and there was cause for alarm at the business office the home folks were not deprived of comforts they had come to enjoy. Money was never so scarce that members of the household were made to feel any pinching process. When the head of the house was cutting out luxuries of travel and other personal indulgence in consideration of reduced resources they were not made to feel the need for uncomfortable retrenchment.

When came assurance of abiding affluence it became

apparent that there was individual competency on the part of family members which increased rapidly with the growth of Maytag prosperity until each member became a millionaire in his own right.

This is what had happened: Mr. Maytag had dealt out Maytag stock into six separate piles, five equal in size, the sixth not much larger. The latter he called his own. The others went into the possession of his wife and children in equal parts.

This sharing of individual wealth was on the part of the family not asked for or expected. Their needs were bountifully supplied. They were not unduly limited in their personal expenses. In the usual working of wealth and family relationship this sharing was so unique as to excite interest and inquiry on the part of a friend who was so presumptuous as to ask: "Fred, how did you come to do this uncommon thing? "Well," he said, "I wanted my wife and children to feel the independence of personal affluence at a time when they could most enjoy it and at a time when I could witness their enjoyment."

This disclosure is not made herein as testimony to unexampled generosity or because of the rarity of this sort of charity — the word charity being used in its finest sense. It is necessary to intelligent understanding of character and temperament. Most men in money making aspire to the counting of multiplied millions, desiring to excel in the size of their fortunes. To make such a division as this meant a very substantial reduction in the measure of personal pos-

session and it plainly denotes absence of the usual pride in financial eminence. It is a significant feature in the makeup of a modest millionaire who uses his wealth to promote widespread satisfaction and who finds his greatest happiness in the joy of judicious giving. Ambition for the vastness of possession could not submerge the fine impulses of conscious stewardship.

Among the more common conclusions in human calculation is to the effect that wealth is essentially the product and the promoter of wickedness and that open season is perpetual in assault upon its sanctuary. It will not do to say that money making is primarily altruistic. Fundamentally its desideratum is livelihood and consequent security. In its larger aspect it has to do with power and in its better impulses in the promotion of great enterprise gratifying to legitimate ambition. In this better purpose it is fortunate as it is factual that in such consummation the plans of the promoter are closely allied with the needs of the public. But for such ambition and such promotion the horse and buggy days, if not the days of the ox cart, would still be with us. This spirit and purpose and performance has developed the more outstanding utilities that have so much contributed to the comfort of mankind.

It has brought within the reach of the wage earner and all those of moderate resources comfort and convenience hitherto denied to riches and to royalty and time saving and labor reduction suggestive even of the More Abundant Life. These substantial benefits are not the product of philanthropy or altruism. They re-

sult merely from mutuality of interest in the development of human destiny.

In serene contemplation altruism pure and undefiled has charm of motive and manner but it has no motor nerve. It offers no jobs, endows no colleges, builds no hospitals, founds no libraries, makes no constructive contribution to society. It tells the teacher how to teach and the preacher how to preach but it affords to neither the essential element necessary to existence. The preacher, if anyone, might be assumed to major in altruism but we are reminded of the story of the man who called on his pastor to learn if he intended to accept the call to a better supported pulpit. Met at the door by a practical little girl, reply to his inquiry was: "Well, father is upstairs praying for light, but mother is packing to move." And who could blame mother?

Altruism is important as it serves to modify the manner of accumulation and to impress the minds and hearts of the successful but in its pristine perfection it butters no bread and provides no porridge. World progress has proceeded under the aspiration, inspiration and perspiration of mortal man unable to realize upon his ambition without making substantial contribution to the common good.

Meanwhile there has been in times comparatively recent a developing spirit of understanding as to social need and sympathetic interest in legitimate appeals public and private. Furthermore, there is increasing recognition of the better rewards of success and the vital importance in human experience of the soothing

influence of personal satisfaction so well served in humane consideration.

Never has financial success been so bountifully shared with public and private need as within the present generation. Endeavor to comprehend the meaning of a billion dollars staggers the imagination. A recent writer strives to bring it within human comprehension in the showing that, receiving five thousand dollars a year, it would be necessary for a man to work two hundred thousand years to earn this vast sum. This as introductory to the statement of record that between 1927 and 1930 American citizens gave away nine billion, one hundred and thirty-three million dollars. Even the sum of four billion Congress placed at the disposal of the President has been matched every two years by private donations.

In such philosophy it is not necessary to find or to endeavor to find sprouting wings in the area of affluent armpits. It is still well to provide legal restraint against vaulting ambition that overleaps itself in the acquisition of wealth and the exercise of money power, but the killing of the goose that laid the golden eggs was canny and commendable compared with a reckless policy of indiscriminate assault upon the source of so much of our world progress and vital benefaction.

CHIEFLY PERSONAL

CHAPTER XXI

THE MAYTAG FAMILY

ELSEWHERE IS noted the marriage of Frederick L. Maytag and Miss Dena Bergman. To this union were born Elmer Henry, Lulu, Lewis Bergman and Freda Louise Maytag, all of whom survive.

As otherwise related the eldest son is prominent in executive Maytag management. His family consists of Frederick, elsewhere mentioned, a young lady daughter Mary Louise, the twins Bobby and Betty now in grade school, not overlooking of course the mother of the promising group.

Out of college acquaintance in Ames grew the marriage of the eldest daughter to W. H. Smith, an Alabama planter, the family residence being at Plattville.

L. B. Maytag was for a considerable period president of the corporation until he decided to retire from active industrial management. For the reason that his appealing personality and general efficiency were a real asset to the organization his resignation was accepted with regret. He is married and adds four members to the Maytag genealogical group.

The youngest daughter, Freda Louise, is the wife of H. I. Sparey. She lives in a home of unusual comfort and outstanding appearance built under her own design and direction at Colorado Springs, Colorado.

Each of the daughters is doing noble work in the rearing of three adopted children who are fortunate indeed in such rare opportunity for development.

Mrs. Maytag passed away January 18, 1934, more than fifty years after that day in 1882 when she became the wife of F. L. Maytag. She lived a life of rare devotion and usefulness. As mistress of the modest mortgaged home or of the mansion outstanding in stately architecture and extraordinary appointment she was the same gracious, unassuming wife and mother and friend, doing her life work faithfully in the enjoyment of lavish community love and esteem. Her kindly nature and generous impulses brought substantial aid to deserving institutions and personal comfort and privilege to many individuals.

L. B. Maytag (Retired).

President, 1921-1926.

CHAPTER XXII

MAYTAG SUCCESSION

IN HIS relations with the great organization that bears his name, E. H. Maytag is very much more than merely the son of the founder and chief administrator. Instead of shining by reflected family glory, in his own right and by his own genius and efficiency he acquires title to and actually receives substantial recognition throughout the vast field of Maytag activity.

While the father was in legislative work he placed "E. H.", as he is familiarly known by his associates, in the manager's chair with ample power to make a business success or to spoil a personal reputation. Though young and inexperienced, he made good from the start — not as a master manager, of course, but to an extent soon to guarantee a future of industrial usefulness and financial success.

By the side of the Maytag chief "E. H." has wrought long hours and long days through the years of struggle and in the achievement of eminent success. He has made for himself a name in the industrial world while contributing valuably to the growth of business and ultimate industrial triumph. He has carried his share of the load in business management and in making great Maytag dreams come true.

Like his father the son has found little gratification

in the diversions which appeal to many business men. In the pursuit of change and relaxation from his daily grind he finds deep satisfaction in farming enterprise.

With great care in selection a number of farms have been purchased within easy range of personal supervision. These farms were bought for operation and not for speculation. Fancy farming is not in the program but every farm is, in improvements and soil treatment, made creditable to its community as well as to the owner.

There is no share cropping. Superintendents and helpers are paid wages which attract better men for farm service. Just as if he had to have the money "E. H." sets out to make his investment pay in order to demonstrate the important principle, that, with the efficient management applied to successful industry, farming can be made profitable.

The proprietor of the Maytag farms markets all his crops on hoof. In the determination to produce the best in farm animals and in general results he spares neither time nor money in the selection of strains and individuals of unusual merit for breeding purposes and in methods of development and care. Members of his Holstein-Friesian herds have so successfully challenged rivalry in many states and in the provinces of Canada as to establish a most outstanding and enviable record. In the single year of 1934 he took in one hundred and fifty-five cash prizes in addition to ten senior and grand championships and four junior championships.

Maytag farming constitutes a substantial contribution to Iowa eminence in agriculture and animal industry.

E. H. Maytag, President and Treasurer.

Maytag workers have found in "E. H." a helpful adviser and practical friend. He has assisted them in owning their own homes by the building of blocks of houses for sale to them on terms they can successfully manage.

In this spirit of consideration of Maytag workers "E. H." has instituted a trust fund extraordinary in its generous provisions. Fifty thousand dollars a year for a period of four years have been set apart for installment payments to all employes in the United States or Canada in service five years who have, or when they shall have, reached the age of sixty years. The most comprehensive arrangement is made to carry out this generous purpose.

In a letter to participants in this fund Mr. Maytag used these significant words: "I would like to have you accept this as indicative of my personal appreciation of the years of faithful and continuous service you have given."

Behind this altruistic gratuity is the purpose on the part of the donor that faithful Maytag workers will escape the terror of want in old age. Too much cannot be said in recognition of this noble spirit.

After long years of close application to the excessive demands of great industry the junior Maytag purchased a fine winter home at Miami Beach, Florida, so that he might have more of domestic comfort and tranquillity removed from intimate contact with business affairs.

In August of 1931, Mr. Maytag was appointed by

President Hoover as a member of the President's Unemployment Relief Organization with W. S. Gifford, head of the American Telephone and Telegraph Company, as chairman.

"E. H." finds great satisfaction in the reflection that he has a son making substantial headway toward the sharing of business burdens.

Fred Maytag II

Called to the telephone in a Chicago hotel one morning some twenty-four years ago "F. L." was informed from Newton by the proud young father of a first born: "We have a boy at our house — says his first name is Fred L."

This grandson of the founder of Maytag and son of its president is in his own worth and promise and prospect deserving of consideration as outstanding in Maytag succession. He was christened Frederick Louis, but he prefers to answer to the name of Fred, and in case of formality, to Fred Maytag II. He is like that — proud of his forebears but without any frills of dignity or distinction.

Since he can remember this young man has lived in an atmosphere of big business and of actual affluence. Such environment does not usually tend to inspire aspiration or to promote preparation for a life of usefulness. It takes real character to resist such enervating influence. The young man gives no evidence of assuming that he has been or will be a star performer. Says he made good part of the time in getting an education and

sometimes he actually flunked. It is believed, however, that his record at Culver and Madison will bear close inspection. In these institutions he had in one way and another rather unusual recognition.

Along the way to manhood Fred has been a real live boy in pleasure and pursuit. He liked fun and had a lot of it. But like his grandfather he seemed to find much fun in doing business. Alone or with boy partners he engaged in many money-making adventures. Some of them were quite ambitious and well promoted. With Tom Smith and Art Hough he took contracts, devised ingenious schemes, and embarked upon appealing enterprise with all the zeal of big business and with suggestion of budding genius. The boys muscled in on a wrecking job in which they cleared thirteen dollars each in three days by hiring boy help regardless of the union scale and with Tom Sawyer technique. Again they rented a power lawn mower from The Maytag Company for ten per cent of earnings and so bulled the labor market in their field as to secure full adult wages for their kid performance. Like his grandfather again it seemed Fred's way to tackle appealing business propositions, winning or losing without arrogance or despair.

Fred says when he was fifteen he casually remarked at the family board that he thought he would put in the summer majoring in golf. Whereupon Dad quietly observed it would be "a better idea to learn to work before he learned to play." So he went to the Maytag factory and just like any other boy applied for a job

and went to work on conventional plant schedule in the machine shop on piece-work, being transferred from bench to bench that he might become acquainted with various mechanical operations. He put in several vacations in this manner. Most of what he earned found its way into his savings account.

In the summer of 1928 Fred toured Europe on a Y. M. C. A. excursion with twenty other boys of his own age. He took pot luck with the group without anything in the way of extravagant indulgence.

Following his graduation in 1933 he put in eleven months traveling around the world. Part of the time alone, otherwise in select young companionship, meeting his family in Europe.

All this is merely the background of a young man facing immense responsibility. It is significant of character and purpose but by no means affording assurance of usefulness or success. The best of the story is to follow.

About a year ago Fred resolutely took place in Maytag organization. Within that time he has been so thoroughly tried out as more or less definitely to determine his value as a factor in big business. As yet holding no conspicuous title he has been given a roving commission in the production field among Maytag agencies all about the country. Everywhere he is making good. Enthusiastic reports from these agencies testify to his business sagacity, his push and punch and pleasing personality. He has satisfied his father and delighted his grandfather who says "the boy has his feet on the ground and is bound to succeed."

Fred's most appealing hobby is photography in which he shines as an amateur. In the Maytag way he is turning this tendency into practical channels by producing film displays of much value in the field of salesmanship. He is happily married and all set to go far in a career of worth while achievement.

So the Maytag succession is established in strength and permanency, a fact which bodes well for continued industrial success and the promotion of the public good. Fred Maytag II will not fail in full performance to measure up to the heroic business stature of Maytag manhood and this is a guarantee of success extraordinary.

Since this work went to the printer Fred Maytag II has been made a member of the Maytag board of directors and forthwith promoted to a vice presidency. Intimate knowledge of Maytag methods justifies the assumption that this promotion is on the basis of real merit in actual usefulness developed out of absorbing interest and the eager application of real genius in constructive enterprise.

CHAPTER XXIII

MERELY INCIDENTAL

ALONG THE way out from Illinois the Maytag boys, Fred, nine, and Lou, seven, found much to interest them. The fall flowers decked the prairie and the woods were full of nuts and late fruits. All the boys had to do was to keep out of the way and not get left as they explored the wayside. One day they found rich picking in fallen hickory nuts. Sacks were filling rapidly in forgetfulness of increasing distance from the prairie schooner. When conscious of this situation there was more or less of panic. Handicapped by the bags of nuts the necessary speed could not be acquired so nut ballast was sacrificed until nearly all were lost along the way. In the excitement along came a light wagon. The driver was unsympathetic but Fred and Lou managed to catch on. A boy pal, however, failed to connect. He made so much ballyhoo that the Maytag boys tumbled off. As they were acquiring equilibrium and momentum the other boy caught on and gleefully rode away. The boys finally joined up with the caravan but the experience was so much of a tragedy as to make indelible mental impression. Fred was then more scared than when his auto hit loose gravel at sixty and rolled him into a Minnesota ditch.

Back in the social seventies in the Iowa countryside

it did not take a lot of money or the sacrifice of many working hours to have a good time. The boys were gallant and the girls were buoyant and the wide open spaces could not keep them from meeting up. It is recalled that after the boys had worked ten or twelve hours and an hour or so after supper at the chores the youngsters used to foregather occasionally at the Maytag farm to mix in croquet by the light of lanterns until the small hours or until the game was called off by a voice of authority from an upstairs window.

A farm boy can get badly tangled in city perplexity under the conspiracy of untoward events, which is preliminary to an experience of a sixteen-year-old Iowa youngster back in the seventies.

Daniel Maytag was shipping to Chicago a car of live stock. He gave to his elder son the privilege afforded by the round trip railway pass accruing to such shipment. An uncle in the windy city was apprised of the coming of his Iowa nephew at a certain time, that he might meet him at the stockyard station. But en route the train was in a wreck, then an engine froze up, so instead of making the trip in two days according to schedule, arrival was two days late and at two o'clock a. m.

The stockyard hotel was closed for the night. Boarding a horse car on its way to the barn he attempted an interview with the driver which was unsatisfactory. Knew of no hotel but discovering a nearby lighted window he ventured the information that this was a

saloon which sometimes put up strangers for the night.

As it was "any port in a storm," so to speak, the lad headed for the light. No bed was available. A number of men were playing cards, all speaking German. Reciting his predicament and giving the address desired he learned it was only about two blocks away. Requesting chaperonage through the darkness he was told that, as a man was murdered last night at a corner on the way, there was nothing doing in this line. Speaking in German he then summoned everybody to the bar for a beer. Thereupon the atmosphere mellowed and convoy was readily provided.

Arousing his folks and announcing his identity, he thinks about the sweetest sound he has ever heard was the voice of his Aunt at an open window saying, "My God, Fritz, what are you doing here this time o' night?"

The moral seems to be that while beer may have its faults, on this occasion it served a bewildered farm boy in locating himself and meeting up with his destination.

The automobile has helped to give vent to the active spirit of this tireless man. In the satisfaction he has found in its aid to activity he no doubt feels somewhat repaid for the great loss he sustained in trying to carry too many eggs in one basket, one of them being his adventure in automobile building. He had the first car in Newton when it was so new it had horses in rank terror climbing telephone poles along the highway. He was accused of driving like mad at fifteen miles an hour. He has been the eager purchaser and

practical experimenter with this as with other factors tending to speed up the movement of the business world. At seventy-eight he is still an active auto fan, an easy mark for a salesman who can show him something different and better. The airplane early found in him an eager patron.

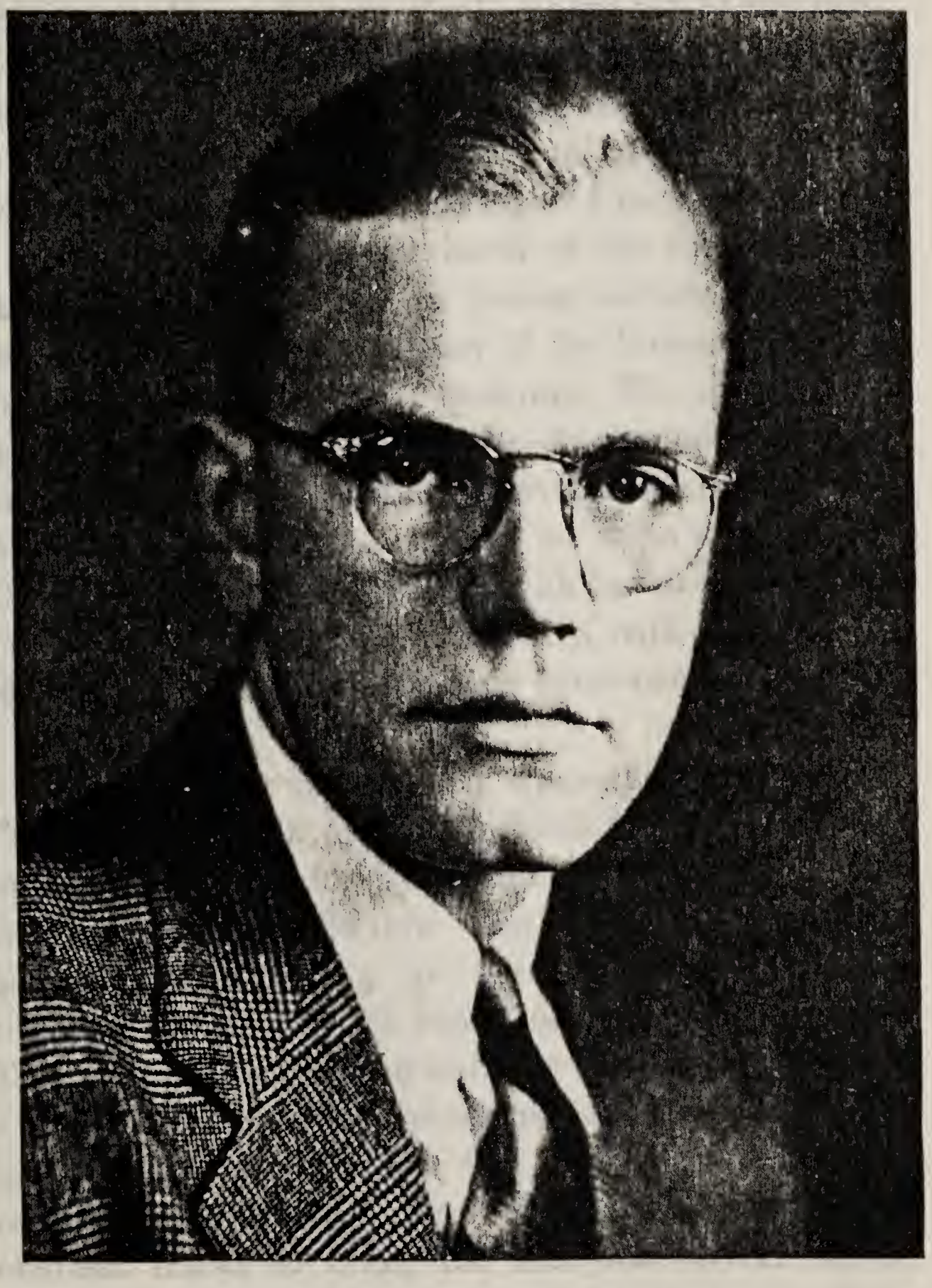
"F. L." could always enjoy a good joke even if he himself were the victim. In the earlier days of the threshing machine attachment there was much demand for experting. When there were not enough experts to go around as handy men the partners cut in. On a call from over in Illinois, Fred was tagged for duty. In order to relieve him and to hasten his departure the partners amiably offered to pack his kit. They turned over to him a load so heavy it took all he had available as a husky young man to navigate with his burden. The worst strain came when near the scene of his more or less skillful endeavor he had to negotiate a plowed field where he sank into the Illinois loam over his ankles, making a trail like that of a Norman draft horse. Getting his wind he then opened his bag to find with essential tools and gadgets and doodads a very elaborate assortment of worthless scrap-iron and junk. Afterward he did his own kit packing and managed to get even with Will and Gus Bergman for the sweat they gave him.

Hard times, hard sledding and hard work in the early strenuous days of Maytag activity did not serve to

suppress bits of humor coming out of situations. On one occasion the secretary, general manager and general big shot of the struggling corporation was out in the field pinch-hitting for the service men. It was necessary to keep in touch with headquarters for steering purposes. At Marshall, Minnesota, he wired, "Through here. Going to Clara tomorrow." Whereupon came back the tart retort, "Go to Clara and see if we care."

Among the various duties of Maytag as secretary, manager and general utility man was that of purchasing agent. One day in the early fall he was driving a close deal for metal supplies with Swickey, a St. Louis salesman. The situation was tense as pencils were skating over paper and heat was turned on in terms of controversy. The weather was mild but during this encounter Art McKinley, all-round handy boy, was crowding into the stove all available office rubbish. The room was small and close and the salesman near the booming stove became more and more restless. He mopped his steaming brow and removed his coat and vest. Finally he beat a retreat. Asked by his curious employer why he turned on so much heat, Art feelingly said: "Well, it seemed you were trying to sweat Swickey out of some better prices, so I thought I would just help you out a little."

At the anniversary banquet on the Senator's seventy-fifth birthday one of the speakers related this personal incident:



Fred L. Maytag II, Vice President.

"Early in 1891 Fred Maytag and I agreed that we ought to look into the rapid development of the Pacific Northwest. We met in St. Paul. At the old Merchants hotel I saw him arrive, chaperoning one of those three-peck lunch baskets, with bulging top and double handles. I had just parked its duplicate. Traveling second class we made a net saving of a buck and a half a piece by taking a single berth in the tourist. Our slumber was softened and our dreams sweetened by successful negotiation on the part of the future capitalist with George for an extra mattress. We spent three happy days and four peaceful nights among the passenger proletariat, frankly appraising the territory en-route and building air castles of no mean dimensions. I have since gone to the Pacific with lavish attention in palace cars but never made the trip with so much of genuine satisfaction as that time forty-two years ago."

Once when the Maytag car was out of commission Tom Bryant, a staff member, offered to drive his chief and a visiting friend to a neighboring town. Cars were then much less dependable. The Bryant vehicle was a big underslung touring car. On the way, by mere accident, Fred's foot hit the cutoff suspending locomotion. Tom got out and tinkered with the carburetor as it had a way of balking. Discovering his fault "F. L." kicked the switch back and power was restored. Before they reached Newton on the return trip, just as there were railroad tracks to cross, the side seat driver again pedaled off the switch, in due time restoring connection.

Fred impressively told Tom of the possible disaster that could follow such stalling on the tracks. The strange thing in the situation was that Tom, when he became conscious of the trick, and knowing Maytag so well, should have been surprised.

Speaking of Maytag motoring recalls an incident in which Lady Luck played a leading part. Ten or twelve years ago Mr. Maytag, doing his own driving, was coming down from Minneapolis with his mechanical superintendent, Howard Snyder. Some fifteen miles north of Albert Lea he came to a square turn on the highway, common in those days, when the car took a spin in loose gravel and rolled down an embankment six or eight feet, landing on its side. Both men came through whole but the car was badly disfigured. Scrambling out of the wreck and finding himself able to go under his own power the chief went to a filling station not far away for help to put the car on all fours. In the meantime, however, good fellows had come along, set the car up and drove it to the station with one spoke left in the steering wheel but it refused further function.

Towing the wreck to Albert Lea, as Fred was giving direction for shipping it home, a somewhat important appearing chap stepped up and asked if he were connected with The Maytag Company. Receiving reply he said, "They build the best damned washer made." No chance for an argument there. He then said he knew the "old man" and having to buy a washer last spring he intended to hit him for a discount but needing quick

Thos. G. Bryant (Deceased).

Vice President, 1909-1917.

action he made the purchase anyway. "By the way," he continued, "is the old man still active?" He was assured that if he had seen him rolling over the embankment in that car he would think so. The important gentleman quietly evaporated in seeming forgetfulness of his Maytag acquaintance.

In a trade journal appears a most unique pictorial production. It reflects the consecration and blessing by an archbishop of four aluminum Maytag washers being installed in service in a Brazilian college. The Maytag Company has a very large business in South America.

When The Maytag Company was organized in 1909, Mr. Maytag gave to his employes, who had been with him in the Parsons Company five years or more, Maytag par value stock to the value of twenty-five thousand dollars. This is in addition to gifts mentioned elsewhere.

CHAPTER XXIV

CEYLON COURT—A SUMMER HOME

FEW MEN in big business or industry have applied themselves more closely to a larger range of developing duty than Senator Maytag. He has no sporting tendency. Golf, hunting, fishing and other forms of relaxation have no place in his program. In order to keep physically fit and mentally alert it becomes necessary to get away from the business grind and out of easy contact with the public part of the time.

For this man the Iowa winters have no terror. The iron in his blood due to his vigorous birth and boyhood and steady habits makes the appeal of Florida and California of minor interest. He has frequently been in both states but more for business reasons than to sun himself on sandy beaches or to revel in balmy breezes and luminous landscape.

In providing for necessary rest and relaxation the Senator became interested in a most unusual natural situation on beautiful Lake Geneva in southern Wisconsin. The charming prospect is occupied by a remarkable residence known as Ceylon Court.

The structure was first erected in Colombo on the island of Ceylon after designs of the ancient Buddhist temples. It is said to partake liberally of the Dravidian

style of architecture as modified by the Singhalese in their ancient shrines. It was constructed entirely of the beautiful native woods of Ceylon such as ironwood, satinwood, palu, ebony, tamarind, margosa, dun and jak. The cobra shrouded figures were carved on the guard stones to ward off impending evil suggested by superstition prevalent among the Orientals. Interior construction and decoration is in keeping with the grandeur of the general structure.

This unique building was sent in sections by the government of Ceylon by way of the Pacific ocean and the Canadian Pacific Railway as an exhibit in the World's Columbian Exposition at Chicago in 1893. On a beautiful location in Jackson Park it was visited and admired by a multitude. At the close of the fair it was sold at auction for the comparatively insignificant sum of twenty-eight hundred dollars. It was taken down again and shipped by railway to its present site. Under the direction of a highly skilled architect it was remodeled into a modern American home and landscaping consistent with its character was done. As suggestive of its original home Oriental plants and shrubs were planted. In 1928 this marvelous country estate was purchased by Mr. Maytag who made substantial improvements on the grounds and buildings.

This adventure in the higher realms of art and architecture was a privilege well earned in the strenuous life of its present possessor. It affords him a restful retreat during a considerable portion of the year and the situation is gratifying to his sense of the beautiful and ornate

but he says: "The real pleasure I get from the possession of this summer home and estate is in entertaining my friends, including the many employes of The Maytag Company, usually over the week-end, and in witnessing their enjoyment."

HONOR IN HIS OWN COUNTRY

CHAPTER XXV

MAYTAG AND HIS HOME TOWN

JAMES R. RHODES*

FREDERICK LOUIS MAYTAG cast his lot with Newton when it was a drowsy town of less than two thousand souls, without paving, water supply or electric lights. Its present outstanding character among the communities of the country is largely due to the home pride, the business genius and the abounding generosity of its first citizen, the world's leading washing machine magnate and nationally known industrialist and financier.

Early after his arrival from the farm in 1880 "F. L.", as we Newton folks familiarly and affectionately know him, became a factor of prominence and usefulness. It soon became apparent that this country bred boy had business ideas that worked out and public spirit that never went to sleep. Step by step he made substantial progress in business and interest in community welfare soon caused him to be drafted into public service.

In the late eighties and early nineties he was twice elected to the town council. It did not suit his temperament or his conception of public duty merely to

* Mr. Rhodes is editor of the Newton *Daily News* and a widely known newspaper man. A product of Jasper county, he has all his life known the subject of this biography and has for many years had with him much more than ordinary community relationship.

go along with the mill run of events, moved by the laws of least resistance. There had to be things doing, things that made for better conditions while protecting tax payers against unreasonable burdens.

During this council service Mr. Maytag as chairman of a municipal committee was chiefly responsible for the installation of a city light and power plant.

In 1919, burdened as he was with his own vast private interests, he accepted service as mayor for a term of two years, in which was laid eighteen miles of paving. The electric light and power plant was sold and a franchise was granted to a company that could and did meet the growing demands of the city.

Outstanding in public community relationship was the organization of the Newton Water Company on the part of Mr. Maytag. Wells and cesspools had become a menace to public health. Much money had been wasted in experimenting with deep wells. Adequate service could be secured only by piping water from the river several miles away. The financial condition of the city and the cost of the enterprise constituted a staggering problem. After securing a franchise by a practically unanimous vote this corporation entered into contract to supply water at a stipulated price, agreeing to convey the property to the city at any time desired at a price equal to original cost plus interest at six per cent. During his service as Senator the legislature enacted a law authorizing cities to issue bonds for the purchase of water plants. When Maytag sold out to the city the price of the entire water plant installation

was three thousand dollars less than the original cost.

In 1920 F. L. Maytag was responsible for the raising of funds to build the Skiff Memorial Hospital in Newton at a cost of two hundred thousand dollars, being a very substantial contributor himself.

At a cost of seventy-five thousand dollars a citadel was built and presented to the Salvation Army.

Mr. Maytag and his family gave to the Young Men's Christian Association as building and endowment funds a quarter of a million dollars and to the Presbyterian Church very substantial gift of a church organ and other important contributions.

Among the enterprising commercial adventures of this influential citizen was the purchase of a controlling interest in the Iowa Mercantile Company, of Newton, which he elevated to commanding importance among the business institutions of central Iowa.

Fred L. Maytag showed his sublime faith in Newton as a field for sound investment in many ways but in no other way so distinctively as in the erection of a million dollar building that gives to his home town a most outstanding modern hotel, a fine opera house, well appointed office quarters and store rooms extraordinary, all air-conditioned when this process was very new. It is a real monument to courage and character while affording substantial anchorage to enduring community establishment. Maytag built his large plant to make himself a fortune. He erected a fine home for personal comfort. He provided this great structure as an adventure in business enterprise prompted by pride in the city

and the people who had taken him by the hand as an aspiring farm boy and had given him substantial encouragement and support on his way to industrial eminence.

When the Farmers & Merchants Bank in 1903 became badly involved Maytag reorganized the institution as a principal stockholder, saving substanial loss to depositors. In 1925 banking conditions in Newton as in many other communities of the middle west assumed a very grave and menacing character. By coming to the rescue with unlimited capital Maytag saved the situation by preventing the liquidation of the Jasper County Bank and the Clark National Bank, both of Newton, and by giving such substantial financial assistance to other banking institutions of the county as to avert widespread disaster.

Merely to say that Maytag has put Newton on the map of Iowa, of the United States, and of the world would be feebly to express the situation. Achievement of this sort might be the result of spectacular proceeding resulting in no such widespread community benefits as are in this record. There might have been in this map making process little in the way of such outstanding service and community advantage as securing for Newton a great hospital, a fine post office building, Young Men's Christian Association quarters of unusual character, a spacious and imposing Salvation Army citadel and a magnificent park. Ordinarily it could hardly have resulted in saving the community from bank wreckage so common elsewhere. It could

Later Maytag Home in Newton.

hardly have served to give Newton possession of public utilities providing it a place in a limited and favored municipal class. It surely could not have built up an industry affording support to one-half its twelve thousand people. All these marvels have not come to Newton through some flash of genius or from some accident of notoriety. They are the product of sterling character and substantial achievement on the part of a man richly gifted in equipment for great planning and commanding performance. Little wonder that an Iowa newspaper should have said "if this town could borrow F. L. Maytag for one month of every year we would grow by leaps and bounds."

There was for many years talk of a city park for Newton. When he was mayor Mr. Maytag appointed a committee of leading citizens to investigate the feasibility of securing the Jasper county fair ground for this purpose. "The cost is prohibitive" was the grave report.

In making an old dream come true Mr. Maytag has recently made his greatest gift to his community. His latest benefaction is the buying, equipping and endowing of a timberland tract which has been named at the insistence of an appreciative people the Fred Maytag Park. It is on the old fair ground site. Etched in its valley is a jewel-like swimming pool, surrounded by a multi-colored block walk and dominated by an ultra modern pool house. The latter is a triumph of architectural excellence, both in contour and equipment. Through the park stretches great hard-surfaced drives.

Spotted here and there are picnic grounds, tennis courts, playgrounds, horseshoe courts, and every conceivable contrivance to make this the finest recreation center of its kind in the state. All has been planned with the shrewd understanding of the recreational wants of both grown-ups and children.

Coincident with the purchase of the park is the erection of the modernistic new air-conditioned white stone office building for The Maytag Company, erected to give comfort to those who occupy it, and beauty is there for all who pass its way.

There was a time when this Newton builder had reason to feel that his home town was not going along with him in the process of industrial expansion. Local inertia and actual handicap was cramping his program. Some members of the town council seemed to think it proper to assert their brief authority in refusing concession necessary to industrial growth. Instead of shouting into dull ears or truckling to contemptible political pettifogging Maytag quietly proceeded with investigation for a change of base that would make more feasible plans for expansion in contemplation. Leaking out into common knowledge this was a severe jolt to local complacency and petty hostility. The community was sound at heart and in the presence of this emergency it took over the situation. A meeting of the commercial association was so satisfactory in expression and in provision as to inspire this Maytag acknowledgment.

"I never wanted to leave Newton. It is here I have reared my family. I started in the manufacturing

THE NEW MODERN MAYTAG OFFICE BUILDING

completed early in 1936, and occupying space shown in foreground of 1934 birdseye view, directly across the street from the 4-story factory buildin

(See last illustration facing page 220.)

business here and it is here I want to build higher on that foundation."

In the more than twenty years intervening both parties have better and better understood the importance of this eventful compact. With the passing of the years' ties of mutual confidence and interdependence have strengthened and multiplied.

Maytag dealing with Maytag men is most significant. It inaugurated the Saturday afternoon closing. Wages were raised, hours were shortened and working conditions improved without the application of heat. It has given substantial policies of insurance to members of its staff and others in responsible positions and carries group insurance on all its employes. On his seventieth birthday Mr. Maytag gave employes of his Maytag Company who had been in continuous service for three or more years the sum of one hundred and thirty-five thousand dollars, each individual contribution depending upon the number of years in employment.

The wonderful demonstration made by Newton on the seventy-sixth anniversary of his birthday gave this benefactor perhaps the real thrill of a thrilling career. It was the spontaneous expression of a community deeply grateful for advantages and benefits bestowed. The people by their exuberant responsiveness to committee request feelingly expressed their whole-hearted regard for their benevolent first citizen. Instead of inspiring conceit and self-satisfaction this marvelous demonstration seemed to make a kindly nature the more

mellow and to make more manifest inherent geniality.

Just how much F. L. Maytag has influenced the growth of Newton can best be measured by contrasting this small cosmopolitan city with its air-conditioned hotel, its hustling industries with continental distribution and its various other outstanding advantages with other Iowa towns of lesser growth and about the same age.

No attempt has been made herein to set forth in infinite detail the many commercial and benevolent activities that have made up the community life of Mr. Maytag. The writer has made an effort, however, to give in this chapter a somewhat definite and chronological picture of this great leader's life as it touched his fellowmen — the neighbors and friends in his home city — and as it influenced the realm of the business world where he has achieved nation-wide fame as a manufacturer of washing machines.

The narrative of deeds gives the true picture of the man, Fred L. Maytag. To the most casual reader it will be apparent that there has been combined in this personality two driving forces — a determination to climb to the top in his chosen field that could not be denied and a consuming yearning to share with others the fruits of his labors. From the very beginning of his start up the ladder of financial independence, long before he had reached even a semblence of affluent living, he made liberal donations to community enterprises and was always ready to do the nobler thing — ready to give of his time and ability to serve his fellow

citizens developing projects for the welfare of the city.

As he drew near the four score milestone of life, it was altogether natural for him to bestow upon his home city a free recreational public park which, when completed, will constitute a gift far beyond the quarter million mark. Such thoughtfulness of others has been the habit of his life. Here in this beautiful park the men, women, and children, not only of Newton but from all over Iowa, can come through the years for rest and relaxation due to wise provision of the donor who has supplied adequate endowment to carry on indefinitely.

It would be quite impossible for Mr. Maytag's fellow citizens to designate his most worth while contribution to his community. The fact that in this small city he has builded a mammoth industry which regularly employs approximately 2,000 men and women, is in itself an achievement that has marked Newton the nation over as an outstanding industrial city. This fact has also made it possible for a great proportion of Newton's inhabitants to earn a livelihood in their varied walks of life, to build homes for themselves and rear their families. If the actual statistics were available they would probably show that The Maytag Company, which was founded by Mr. Maytag, provides a means of living, either directly or indirectly for about one-half of our city's 12,000 population. Some one has said that a man discharges his greatest obligation to society when he becomes successful in an honorable vocation. Taking this pronouncement as a measure, Mr. Maytag has

done most for Newton by building his immense factory within its corporate limits.

Newton's first citizen will soon be eighty years of age. He is still vigorous of body and alert of mind. That he is physically fit is evidenced by the fact that he works at his desk here in Newton every day of the week when his duties do not take him elsewhere. He is still active manager of the vast enterprise which he founded, even though he has developed the most efficient organization in both office and field known to the washing machine industry.

His office door is open to any citizen of the city who may want to see him. It has always been so. At the dedication of the Fred Maytag Swimming Pool recently, Mr. Maytag publicly stated that he loved his town more and more as the years piled up, and that had he his life to live over again he would live it right in Newton.

In return for what F. L. Maytag has done for Newton, her people love and respect him. They thank their good fortune that the generous heart of Fred Maytag has ever been big enough to take care of Newton and all her people.

CHAPTER XXVI

RECORD BIRTHDAY PARTY

FRED L. MAYTAG came seventy-six years of age July 14, 1933. As this date approached it occurred to men of affairs in the home town of Newton that the occasion was well worthy of signal demonstration in view of the importance of contribution to community interests and in recognition of outstanding achievement in the field of industry.

More than three score years earlier Newton had known a retiring farm boy of this name on his occasional visits from the farm home over the line in Marshall county. More than half a century previously, it was remembered by the older residents, this farm boy had taken an humble place in Newton business activity as a small salaried salesman. In the intervening years he had more than any other man contributed to the well being of his community. More than any other man he had put his home town on the map, not only of his state and country but of the world as well. Meanwhile has this man Maytag been given recognition as a political factor of large influence in legislation of a ten year period and in the counsels of leadership.

And yet this man Maytag with all his fame and fortune remained as ever just a plain and unpretentious neighbor, always proud of and ever generous for

the old home town, one whose choice of friends was never limited to the affluent or the influential and one who could be rich and reputable without the frills of aristocracy or the pretention of superiority.

So it was not at all strange that Newton should have acted upon an impulse of appreciation in giving to Senator Maytag a birthday party such as had never been pulled off in the state of Iowa.

Announcement of this purpose and program brought into the open in the proud capital of the county of Jasper on that July 14th a real multitude. Newton was out en masse. From the outlying farming districts came hundreds proud to honor their former country comrade. From about the state came many friends of the passing years in various relations of life, and from back of beyond came many who in business and other relationships had come to regard with much favor the subject of this demonstration.

The celebration opened with a grand parade in the morning. All Maytag officers and twelve hundred factory employes were in line in fine spirit of jubilation. The forces of rival manufacturers marched in earnest recognition of a worthy competitor. The long lines also included many hundred citizens manifesting sincere regard. All were preceded by nine cars of notables, officials and others. Bands, drum corps and drill teams increased interest in this colorful panorama.

On the reviewing stand with Senator Maytag were in addition to Governor Herring and other state officials, representatives of three generations of Maytags

and others prominent in business and political life.

Governor Herring and others made brief talks to the thousands on parade and to all others that could get near enough to hear of the assembled multitude. Senator Maytag introduced with pride and affection employes about him of longest employment relationship. His brief address of acknowledgment follows:

"I wish I could find words to express my feelings, to tell my appreciation, and my thankfulness for this wonderful tribute conferred upon me today.

"I have lived in Newton for 52 years. I have enjoyed it. I have enjoyed the friendships made here and enjoyed seeing a coal town of 2,000 grow and become a prosperous city.

"Newton probably is the best advertised city for its size in the country. It is known as the washing machine center of the world — and the cleanest.

"In the last 50 years there have been many business and personal ups and downs in the community. I think I have had my share of the downs. However, I am happy to say my ups have been greater.

"There has been pleasure and satisfaction for me in doing what I have done to make Newton better to live in. As long as I have health and strength I will carry on to be helpful.

"To the Chamber of Commerce, the Junior Chamber of Commerce, the girls, boy scouts, band, merchants, Maytag employes, government, guests from the farm, and last but not least the business competitors and employes, so active in making this the happiest day in my

life, I want to express my sincere appreciation. I want to thank one and all who are in this program. God bless you all."

A notable anniversary dinner at the home of the eldest son, E. H. Maytag, president of the corporation, was a happy occasion to a number of distinguished visitors.

A grand climax to this outstanding occasion was the testimonial dinner at the Maytag hotel. A banquet hall seating more than five hundred was filled to the doors. At the speakers' table the guest of honor was flanked by long lines of distinguished program participants.

Following is the intellectual menu:

TOASTMASTER — John E. Cross, Newton, Iowa.

Introduction of John E. Cross . . James R. Rhodes
Chairman, General Committee.

History of F. L. Maytag . . . E. J. Van Nostrand
Managing Editor, Newton *Daily News*.

Mr. Maytag's Record for
Coöperation . . . . . W. N. Gallagher
General Manager, Automatic Washer Company.

An Associate's Estimate of
Mr. Maytag . . . . . W. I. Sparks
Office Manager, The Maytag Company.

Congratulations from a Son . . . . E. H. Maytag
President, The Maytag Company.

The Maytag Washer . . . . Mrs. Eugene Henely
Grinnell, Iowa,
President, Iowa Federation of Women's Clubs.

SPEAKERS' TABLE, left to right: Ex-Governor W. L. Harding, Des Moines; W. N. Gallagher, president Automatic Washer Co., Newton; Mrs. Eugene Henley, president Iowa F. W. Clubs, Grinnell, Iowa; Harvey Ingham, *Register and Tribune*; United States Senator L. J. Dickinson; Attorney John E. Cross, toastmaster, Newton; A. B. Funk, Des Moines; F. L. Maytag; Gardner Cowles, publisher *Register and Tribune*; Governor Clyde L. Herring; E. H. Maytag, president Maytag Company; Judge Chas. A. Dewey, U. S. Court; Ex-Governor John Hammill, Britt, Iowa. Robert R. McCormick, publisher Chicago *Tribune* and speaker of the evening who occupied space on F. L. Maytag's left, was absent when picture was taken. On speaking program not in picture: J. R. Rhodes, Newton *Daily News*; Merrill C. Meigs, *Evening American*, Chicago; W. I. Sparks, secretary Maytag Company; Ex-Governor B. F. Carroll; C. E. Wilson, V. P. General Motors. Among other out of town guests: Dr. D. W. Morehouse, president Drake University; Dante Pierce, Wallace-Homestead Co.; Clyde H. Brenton, Iowa-Des Moines National Bank; John Cowles, associate publisher *Register and Tribune*; W. W. Waymack, associate editor *Register and Tribune*; Hon. Lloyd Thurston, congressman Fifth Iowa District; Robert O'Brien, *Nonpareil*, Council Bluffs, Iowa; Hon. Chas. A. Rawson, Des Moines.

Testimonials (Three Minutes):

Governor Clyde L. Herring, Des Moines, Iowa.
Gardner Cowles, Publisher, *Register & Tribune*, Des Moines, Iowa.
Senator L. J. Dickinson, Algona, Iowa.
Walter Seiler, Cramer-Krasselt Co., Milwaukee, Wisconsin.
Bennett Chapel, American Rolling Mill Co., Middletown, Ohio.
Merrill C. Meigs, Gen. Mgr., *Evening American,* Chicago, Illinois.
Ex-Governor John Hammill, Britt, Iowa.
Ex-Governor W. L. Harding, Des Moines, Iowa.
Harvey Ingham, Editor, *Register & Tribune*, Des Moines, Iowa.
Ex-Governor B. F. Carroll, Des Moines, Iowa.
Hon. A. B. Funk, Des Moines, Iowa.
C. F. Wilson, Vice President, General Motors, Corp., Detroit, Michigan.
Judge Chas. A. Dewey, Southern District, Des Moines, Iowa.
Senator Louis F. Murphy, Dubuque, Iowa.
Ex-Governor George W. Clarke, Adel, Iowa.

Response . . . . . F. L. Maytag
Chairman of the Board, The Maytag Company.

Address . . . . . Col. Robert R. McCormick
Publisher, Chicago *Tribune*.

The exercises were outstanding. The chief address by Col. Robert R. McCormick was in the fine spirit

and broad comprehension of the great Chicago *Tribune*. Men eminent in Iowa public life and state counsels honored themselves and the occasion by glowing intellectual contribution. Neighbors vied in acknowledgment of pride in and appreciation of the honored community guest. All speakers paid generous tribute to his personal worth and splendid achievement.

Newton then called it a day and surely it was a day full of enduring memories. Well might the guest of honor feelingly say: "This is the happiest day of my life."

CHAPTER XXVII

COMMEMORATING A SPLENDID COMMUNITY GIFT

THE NEWTON folks were profoundly thrilled when it was announced that F. L. Maytag had purchased the old county fair grounds and would at once proceed to its reformation into a park of very unusual character with a swimming pool extraordinary.

Dedication ceremonies occurred September 8, 1935. It developed into a community love feast. Unfavorable weather could not serve to suppress local interest and enthusiasm so thousands gathered around the swimming pool and near the magnificent structure that had arisen.

A program worthy of the outstanding occasion had been provided by local organization. The speaking was so well timed and so infinitely expressive of the situation as to deserve record more enduring than sporadic newspaper reports.

In presenting a very unique granite tablet and bronze plaque Mr. Henry C. Korf, on behalf of the people of Jasper county, spoke

With Reverence and Gratitude

"Mr. Maytag:

"It is a great privilege and a pleasure, indeed, to be permitted to greet you on behalf of the people of Jasper

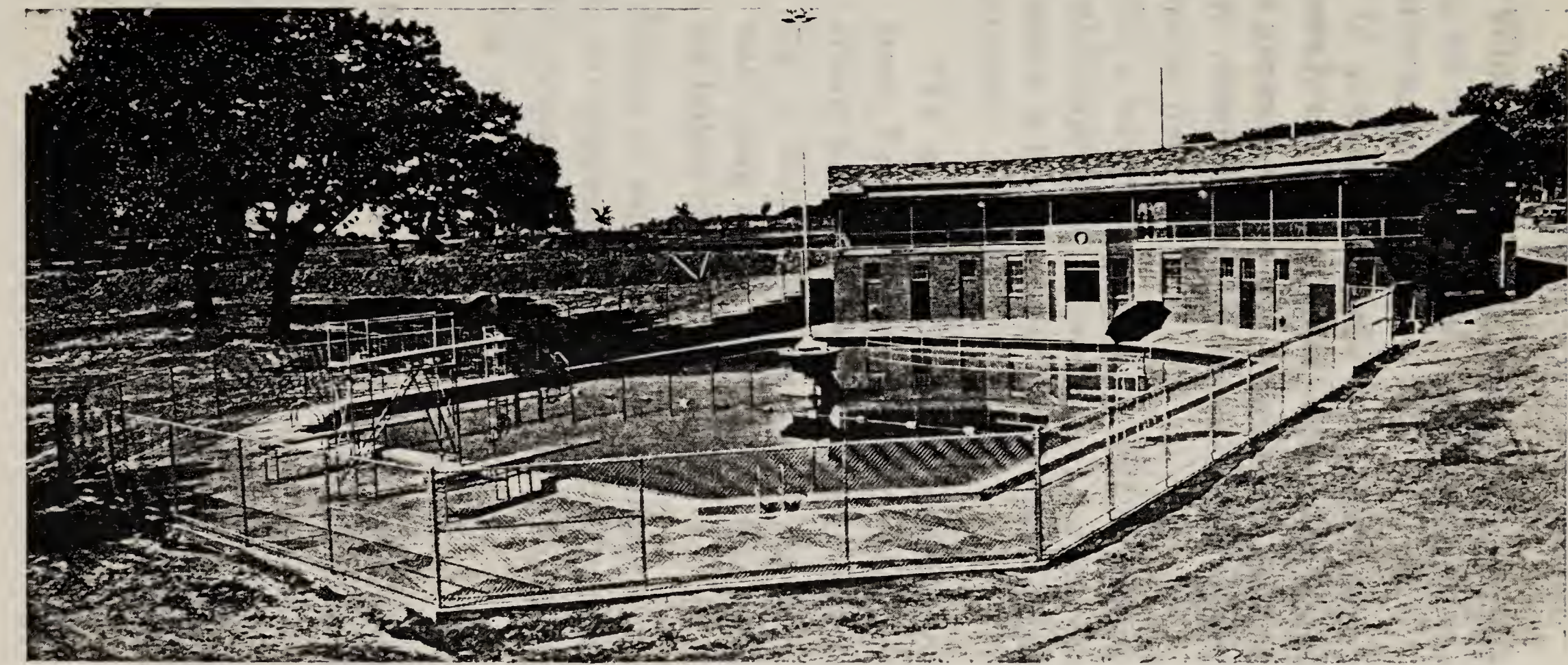
county on this auspicious occasion as our generous benefactor, our neighbor, and our beloved friend.

"We are here today to honor you for your achievement and to express our deep gratitude for and high appreciation of your generous gifts — this magnificent park and this beautiful structure. We recall too, with deep appreciation, your service and your many other magnificent gifts to this community which are probably unequaled by any other native son of our state.

"As a symbol of the gratitude and appreciation of this people, the

Newton Chamber of Commerce,
Junior Chamber of Commerce,
Newton Women's Club,
Business and Professional Women's Club,
Newton Rotary Club,
Newton Kiwanis Club,
Newton Post No. 111, American Legion,
The American Legion Auxiliary,
Marshall Foch Post, Veterans of Foreign Wars, and
Newton Lodge No. 1270, Benevolent and Protective Order of Elks,

have provided this black granite tablet and bronze plaque to be permanently embedded in the walls of this beautiful building. As your eyes rest upon it here today, and on your future visits to this place, may it express to you, as our words cannot, our immeasurable esteem and deep affection for you, our greatest and most distinguished citizen.



Pool and Bathhouse at New Fred Maytag Park.

"With humble lips and overflowing hearts, we thank you, we thank you, and again we thank you for these wonderful gifts.

"In presenting to you this tablet and plaque, we solemnly covenant that we will always cherish, protect and preserve these, your magnificent gifts, and will always remember with reverence and gratitude, their generous donor.

"As a further token of our gift to you, and of these humble expressions, I now present to you this brochure in which is inscribed our sentiment as it appears upon this tablet:

> "To a native son and outstanding citizen of Iowa, Fred L. Maytag, whose public spirited generosity has made possible the erection of this building, a worthy contribution to the happiness and well-being of the community, this is inscribed by his fellow citizens."

"Accept it, we pray, as the expression of our gratitude, our reverent homage and our unbounded love."

The response of Mr. Maytag was in terms frank and feeling as he made manifest

The Joy of Giving

"Mr. Korf, Newton Chamber of Commerce, and friends: I want to thank you for this presentation and the kind words which you have spoken. I am happy to know that the Community joins with me in the joy of this occasion. Nothing has been a source of greater satisfaction to me than the planning of this park. I am

pleased that this part of it has been so soon brought to near completion.

"We are building a community in which we and those who come after us may live full rounded lives. We have made much progress in improvement of many things, including schools, churches, and highways. Our business development has been exceptional; our residences are modern and convenient, but the facilities for outdoor recreation have needed that which this park is designed to provide.

"The fully developed man has a healthy mind and a healthy body. The healthy body is as essential as the healthy mind. Wholesome recreation is beneficial to both.

"In my boyhood spent in the country some miles north of this city, we had our best times in the great outdoors. We cannot duplicate in this part the natural advantages we then had, but we can make the main features of life in the open accessible to all, and we can improve upon nature in some respects.

"For a considerable time, I have had in mind to make some special additional gift to my home community. These grounds have for fifty years or more been the annual meeting grounds for our community and county population, and when I discovered that they could be secured by purchase, it occurred to me that here was my opportunity.

"I have secured the consent of some of our most public spirited citizens to act as a board of managers. They have been formed into a permanent organization by

incorporation under our state laws. The operation of the park is to be always on a non-profit basis. When any charges are made, the income must go to some worthy charitable or patriotic purpose. This assures the permanent maintenance of the area as a free public park.

"I must not forget to say that our Mayor and City Council have coöperated with me so far as was possible for them to do, for which I am very thankful.

"I have made a number of substantial contributions to the upbuilding of our city, but this is the largest single gift I have made to public or charitable objects. I am happy to be able to do this for my home community.

"There is no thrill like that of doing something worthwhile for the place where one has spent his life. There is no joy like that of rejoicing with one's home folks. If I had my life to live over again, I would choose Jasper County, Iowa, as the place to do it.

"When all is averaged up, we, of this location, are, of all men, the most fortunate. We are in the midst of the most productive agricultural region on the face of the earth. Iowa ranks first in the long list of main agricultural and live stock products. Recent figures showed her to be lowest in percentage of illiteracy and highest in per capita wealth among all the states of this richest nation on earth.

"An industrial city has been builded here by native sons of her fertile soil, and our phenomenal growth is not completed. At present we hardly have houses

enough to house our population. Loyalty of our native sons in such a community is not only natural but inevitable. Every one of them would like to spend his second hundred years right here.

"I am one of these. I have had my greatest joy in planning and giving this place for the perpetual free use of my friends and neighbors. My satisfaction is doubled in knowing that you are rejoicing with me on this occasion of opening the pool. You are all invited to make the fullest use of it. My wish is that this park may be always a place for wholesome health giving recreation and happiness."

Honorable Truman S. Stevens, for many years eminent in standing as a member of the Supreme Court of Iowa, delivered the main address of the occasion. It is full of fine philosophy and thoughtful sentiment in its eloquent dealing with

A Community Builder

"In our modern life the community has become an integral part of the whole and exists without definite boundaries or exact legal status. It is not a unit of government and, therefore, as such has no electorate, no law making or governing bodies. Its origin is as ancient as civilization and its future permanent and secure. Its historical significance is readily discerned in any careful portrayal of the growth and development of the Commonwealth.

"If we but pause for a moment in retrospect, we catch a vision of wide fertile hills and valleys, unsettled

and untenanted by human society. A further glimpse and the vision has changed. Upon the horizon we behold vast numbers of slowly plodding vehicles, drawn by oxen, to be quickly followed by successive pioneer settlements along the placid streams and in the valleys. Voluntary in character, these settlements grew, developed and expanded and the hope and promise of the settlers became realities.

"These early communities constituted the beginning of our great Commonwealth. Hardships, privations and dangers were met and overcome with courage and the determination, not only to establish homes with the comforts and blessings that follow, but to build an empire.

"After all communities and commonwealths are in many essential particulars much the same. They are each the product of human needs and experience. The citizens of the community are citizens of the commonwealth. Laws enacted to govern the state are binding upon the community. Bound by the same laws, inspired by the same faith, together they constitute the whole. The cultured society of today was builded by the posterity of the pioneer. It is the culmination of what they began. The implements and instrumentalities of the pioneer served the reasonable necessities of the period. With the development of natural resources, the primitive instrumentalities were no longer capable of responding to the needs of the community. As the population grew and the natural resources developed, business and industry began to thrive. The growing

demand of the times aroused the genius of the leader and builder. The leaders and builders of the communities, the tiny settlements that dotted the prairies, became the leaders and builders of the commonwealth. The posterity of the heroes and heroines of the prairies pushed forward the social structure they began. Contemporaneous with the building of the commonwealth we so much cherish, other commonwealths were formed and become a part of our great country. While the necessities of our modern life differ widely from those of our early settlers, the principles of human progress and success remain the same. The simplicity of the primitive has developed into the complicated society of today. The changes here involved present new problems and enlarged responsibilities.

"Iowa is a great agricultural community. Here soil and climate, the essential contributions of nature, abound. We have grown from a scant population to a thriving commonwealth of magnificent farms, beautiful towns, beautiful villages and growing and thriving cities. Production alone is not sufficient to maintain prosperity. Production and consumption are interdependent. Grain and live stock must have a market. The surpluses must be taken care of and not wasted. It is here that the law of supply and demand operates most freely and beneficially. The needs of consumption on the farm must in turn be met. The implements of agriculture, the necessities and comforts of the home must be supplied. Eventually, therefore, manufacturing industries, timidly at first, began to be established in

Iowa. They contributed capital and industry to the state. They enhanced consumption of agricultural products and provided many of the implements and necessities of farm life. Philosophical speculation and discussion of the relationship between agriculture and manufacturing producer and consumer is not necessary on this occasion. The history of this beautiful community is a repetition of the history of others. In achievement, both in agriculture and manufacturing enterprises it belongs in the front rank. You are indebted for your prosperity both to agriculture and industry. Modest in the beginning, the plant and products of The Maytag Company have grown until they have become the pride of and a blessing to the people of this community. Honorable Fred L. Maytag, the originator and founder of these great organizations is the son of a pioneer and possessed of the qualities that characterized those brave and intrepid leaders.

"The subject of this address is 'A Community Builder.' A community builder is a community leader, a community contributor. The development of the Maytag industries in Newton presents a record of achievement, so far as I am informed, without duplicate in the state. Its products in vast and ever-growing quantities find a market in every section and quarter of this country. What a boon modern transportation facilities are to great enterprises and to communities. As we contemplate the vast and almost unlimited industrial resources and achievements of this nation, we marvel that so great an industry could exist even in this beautiful

modern community. It occupies large tracts of land. It represents the investment of vast capital resources. Its necessities require the employment of approximately 1,900 workmen to whom wages aggregating $3,000,000 per year are paid. What a magnificent contribution to the business and industry of this community, this army of industrial workers and consumers of the products of the farm and other business and industrial enterprises. The wages received are in turn invested in homes that add to the building and enterprise of your city.

"What a keen understanding Senator Maytag and his co-laborers must have had of the needs of the particular product of the factory.

"This is a restless age. Men and women are striving to attain both the possible and the impossible. Unemployment is abroad in the land. Here in this community industry thrives. Idleness is reduced to a minimum and many hundreds of skilled and unskilled laborers are made happy by their connection with the Maytag plants. Idleness, voluntary or involuntary, is the source of vice and crime. The contributions of industry to the community and to the state are not all material. The absorption of idleness, the presence of well-employed, well-paid industrial operators add to the peace, morality and culture of the community. Employment is a blessing. Idleness, if too long protracted, may become a curse.

"The contributions of The Maytag Company to the wealth and prosperity of this community follow naturally the establishment and operation of so vast an

industry. The material and ethical aspects to which I have referred by no means ends the story. The direct contributions of Senator Maytag to the various institutions and enterprises of this city are no doubt familiar to all of you. Nevertheless, they command particular attention on this occasion. The erection of the Maytag hotel and office building, imposing and beautiful structures, were accomplished at a cost of at least a million dollars. Appreciative of the loyalty and fidelity of the army of employes, on his 70th birthday he bestowed gifts upon them of $132,000. A pipe organ to a local church, costing $15,000, is another of the benefactions bestowed by Mr. Maytag. Gifts in addition to these may be summarized as follows: $75,000 to the Salvation Army; $250,000 to the Y. M. C. A.; $4,000 to the Skiff Memorial Hospital, $7,000 to the Sacred Heart Church, and other generous contributions.

"We are met on this occasion to dedicate this magnificent pool and park to the city and community. These represent a contribution of $450,000. There is no ostentation in these gifts. They were not made to gratify a vain or sordid desire for publicity or praise. They express the interest of the donor in the welfare of his home community, his interest in the business and culture of his neighbors. They were prompted by the unselfish desire to contribute of his substance to the needs of others. The problems of our modern social life are growing and becoming more numerous as time passes. Increased emphasis is being given to the public health, to the need of recreation and leisure, to the

development of a more sturdy and virile youth. Swimming pools and parks respond generously to these important needs of the community. These are contributions of health that confer lasting benefits upon communities. They are contributions that survive posterity.

"I know of no standard by which the exact responsibilities of wealth to any class or association of men may be determined. No law, human or divine, has ever been written to meet this purpose. It is amazing what wealth is achieving in the world today. The spirit of benevolence and philanthropy are abroad in the land and generously bestowing upon every hand. The Literary Digest is my authority for saying that philanthropy is the seventh largest business in this country. It has proceeded from a haphazard bestowal of money to a scientifically organized and managed business. There are 197 foundations which have disbursed a total of more than $45,000,000. Outstanding in the growth of this spirit has been the community trust. In 1920 there were 38 funds in existence. In August, 1931, which is the latest data I have been able to find, the number had grown to 74. The funds administered had grown from $7,000,000 to $32,000,000. Of the above aggregate enterprises more than $18,000,000 has been devoted to medicine and health, $14,000,000 to general education, nearly $5,000,000 to physical sciences, over $3,000,000 to social sciences, nearly $2,000,000 to social welfare, and large sums in other equally worthy causes.

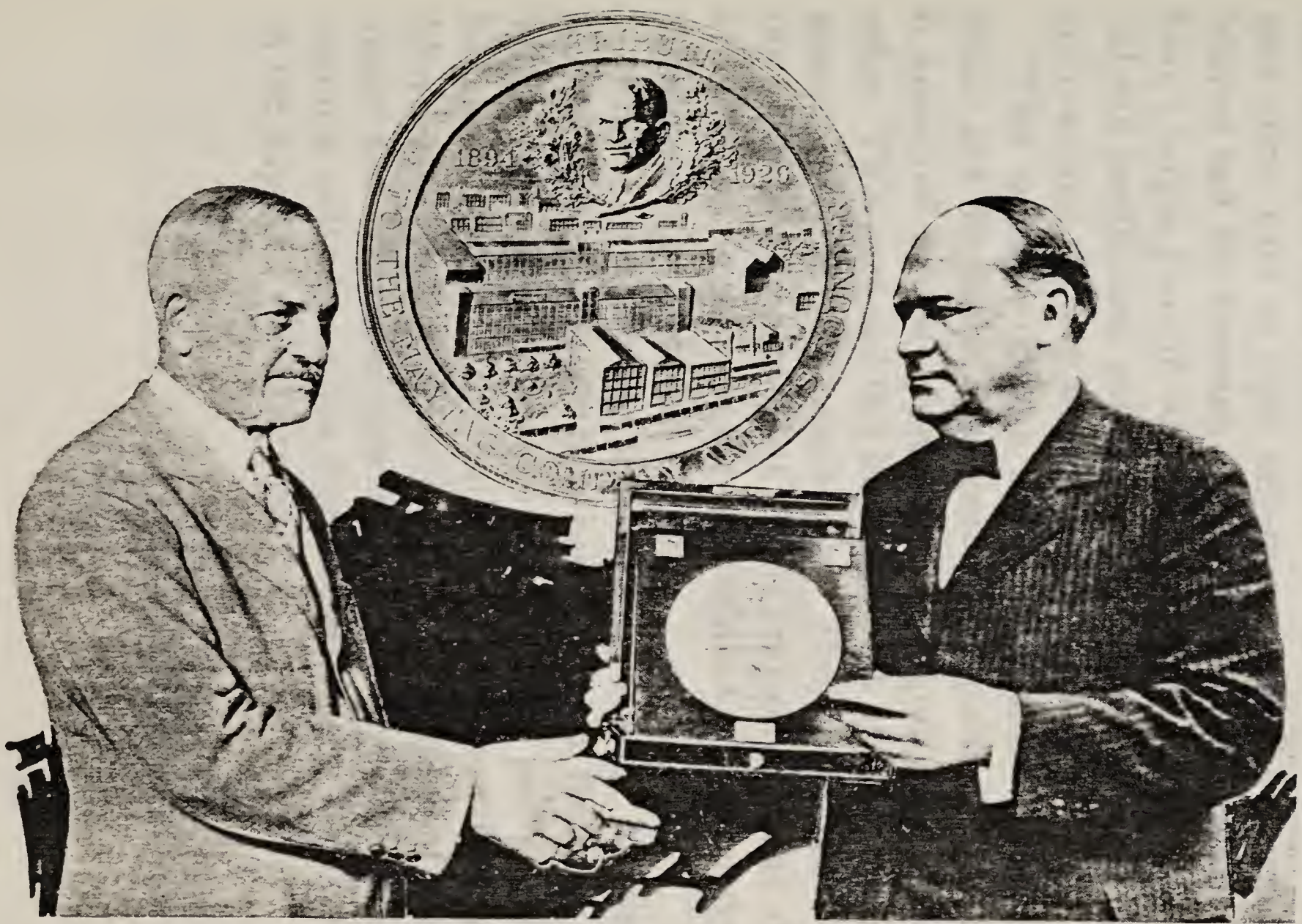
"Other communities and institutions have profited

by the philanthropic spirit of Senator Maytag. Institutions of higher learning of sectarian or benevolent origin have become an important part of our social system. The interest of Senator Maytag in these institutions is represented in part by the generous contributions made by him to them. To Coe College, a splendid and well-balanced institution of learning, he has given $10,000. To Monmouth College and to Parsons College he has been equally generous, and to Grinnell College, of which institution he is an officer, he has contributed $50,000. I do not like to think of all of these contributions as proceeding solely from a spirit of philanthropy or benevolence. The equalities of life must in some measure be met. Few are endowed with the qualities that achieve great success, whether in the accumulation or intelligent use of wealth. The responsibilities of the individual to society and of society to the individual are in some measure mutual. The community, in turn, contributes to the prosperity and welfare of the individual. All are a part of a magnificent whole. The cry so often heard against the accumulation of wealth, however justly, is an unfortunate one. It tends to destroy the ties that bind the interest and activities of human life together. This is a land of liberty. A land of individual enterprise. This liberty the masses may not destroy. The spirit of brotherhood must and will ever survive. Possibly time will perform the miracle necessary to establish just relationships, if not a universal brotherhood among men. It is not yet.

"We have many creeds and conditions to add to the complexities of all the varied activities and forms of life. May I commend the spirit of Senator Maytag that prompted the bestowal of the many benefactions so well known to all of you.

"This is a most delightful and profitable occasion. It creates and fosters a better understanding and appreciation of the spirit of both the donor and the donee of the splendid contributions we dedicate today. They are the contributions of wealth, the contributions that only wealth can give.

"This address was prepared for delivery on Labor Day. May I then at this point refer briefly but sincerely to the part labor plays in industry? Industry and labor are so intimately a part of each other that one cannot thrive without the other. Machinery has come to play a large part in all manufacturing institutions, but the time has not and never will come when the skilled laborer and all grades of toilers in these occupations may be dispensed with. There will always be need for the trained mind and the skillful hand of labor. The doings and relationships of employer and employes may not be susceptible of specific and accurate definition but perfect fidelity of the employe to his employer is the measure on his part of the integrity requisite for the best results. Reciprocal responsibilities at every point rests upon the employer. The contentment and happiness of the one and the prosperity of the other must concur in the fulfillment of the highest hopes and ambitions of both. Gratitude, both of



Governor John Hammill Presenting Medallion to F. L. Maytag.

Senator Maytag and the community, are due to the nineteen hundred faithful and loyal employes in the workshops of these large and well-ordered factories.

"In speaking thus of the part of Senator Maytag in the building of this community, I have not been unmindful of or overlooked other industrial and business institutions of your city. All necessarily have contributed their part to your achievements. The common interest and the common welfare day by day comes to have a larger place in our daily life. The moral, spiritual and intellectual welfare of youth, as well as adults, are involved at every step of our progress.

"This occasion cheers and compliments both the donor and the donee. The generous impulse of the one is answered by the appreciation and gratitude of the other. This pool and this beautiful park are now a permanent part of this community. They have become the common property of all. None are excluded and all are welcome to enjoy to the full measure of their desire the pleasures and benefits of both.

"May I extend congratulations to Senator Maytag for the generous spirit that has prompted these marvelous contributions and the imperishable part he has had as a leader in the building of this community? May I also extend felicitations to every member of your varied and favored society upon the benefits and pleasures that will come to you from the generosity displayed in the days and years to come."

CHAPTER XXVIII

UNIQUE TESTIMONIAL

IN 1926 MAYTAG dealers became impressed with the impulse to make fitting recognition of their obligation to and regard for this industrial chieftain. All of them had been substantially served and many of them were in the enjoyment of comparative affluence through this relationship. In this association they all had come to admire and to appreciate the personal qualities as well as the business spirit of Mr. Maytag.

How best to express this common purpose was difficult to determine. No ordinary gift was at all appealing. Intrinsic value was not important except as it served to register the spirit of the testimonial.

Decision finally centered upon the world's largest and most magnificent medallion. This outstanding token weighs more than ten pounds. It is made of twenty-four carat chemically pure gold and valued at twenty-five thousand dollars.

The annual inspirational sales meeting to occur in September, 1926, was agreed upon as the time of presentation. From almost, perhaps quite all the states and from the Canadian provinces to the number of four hundred came the enthusiastic trumpeters of Maytag products. Rendezvous was first at Newton where the Maytag workers were producing washers by the train-

load. After a day or so in that magnetic atmosphere the visitors moved on to Des Moines where there were to be big doings. A banquet of unusual character was not the chief feature.

Quoting from the Des Moines *Tribune* of September 28, 1926:

"Amid one of the greatest demonstrations ever given to a private citizen in the state of Iowa, Governor Hammill presented F. L. Maytag, chairman of the board of directors of The Maytag Company, Newton, Ia., with the world's largest and most valuable medallion. The medallion was given to Mr. Maytag by the Home Appliance Merchants of America as a token of recognition of his outstanding position as manufacturer and merchandiser of electrical home appliances. The presentation was made to Mr. Maytag at the second annual dealers' convention banquet held tonight at the Hotel Savery.

"Governor Hammill in making the presentation at the beginning of the banquet said in effect that this was the first time in the industrial history of America that distribution had honored production by tendering a symbol that definitely acclaims their recognition of unparalleled accomplishment.

"In the eyes of distribution, world leadership in the industry is no longer a matter of uncertainty or doubt, or a point to be debated upon by those who make up the washing machine industry.

"The medallion likewise symbolizes the broad and sincere good will of hundreds of thousands of Maytag

users, for after all, it is user satisfaction reflecting back upon the dealer that has created the spirit behind this token of achievement.

"Andrew Carnegie, Henry Ford, Judge Gary, Charles Gates, J. P. Morgan, John D. Rockefeller, and along down the line showing prominent figures in American industry, none of them has ever been honored by his subordinates that actually had to sell the merchandise that the man at the top had made. It is a distinct and a unique honor that has come to Mr. Maytag. He is the only man in the world's history to have this sort of a tribute paid to him.

"In a world-wide search conducted by the Porter and Dyson Company, silversmiths of New Britain, Conn., who made the medallion, no others in this country or in Europe have been found that will in any way approximate it in value or size.

"The largest medallion ever struck, before the medallion which was presented to Mr. Maytag, was the "Field Medallion" which was presented to Cyrus W. Field, which is four inches in diameter and weighs only 840 grams. The quality of the gold is not given, but the bulk of the piece for its weight presages the use of gold of very high quality.

"The largest dies that could be found in Europe were prepared for the Waterloo medallion. This medallion was to have been 5.3 inches in diameter but the dies were never struck. A certain engraver, Pistrucci, drew several thousand pounds for his work which covered a long period of years. The dies were

commissioned in 1816 and were not completed until 1849, when for some reason after they were completed the medal was never struck.

"The Danish medallion of the battle of Kjoge bay in 1677, struck in silver, measures five inches in diameter but there is no record of its cost.

"The Crucible Steel Company from whom the special tool steel was purchased to make the dies for the medallion were interested in the outcome of the experiment. As there was no precedent to follow, some pioneering had to be done by Porter and Dyson, the jewelers. Some fear was expressed as to the outcome as many were afraid that the size would prohibit the striking of the medallion and that it would have to be cast. The result is easily seen as to the success of the undertaking and establishes new heights for undertakings of this sort.

"Mr. Dyson of Porter and Dyson, silversmiths, worked more than a year in the perfection of this medallion. He has sacrificed neither time, money nor energy to perfect it. It has been his constant thought to perfect it — to give the world something of which it could be proud. The United States mint prophesied failure due to the large size of the medallion. However, Mr. Dyson was not discouraged and tonight you will see before you the result of more than a year's patient work. The kind of labor that produces work of this kind can not be bought. The feeling must come from the inside. The medallion is the work of a master craftsman and a superb artist. Mr. Dyson should be heartily

congratulated upon the completion of such a monumental work in this field of art."

It is interesting of course to understand the unique character and the surpassing value of this rare testimonial but of far greater importance to the object of this demonstration was the obvious expression of confidence, appreciation and personal regard based upon years of business and personal relationship.

CHAPTER XXIX

FINALLY

THE BALD fact that a man in a long career of business activity has amassed a fortune does not afford basis for an interesting story. So much depends upon what he has done, the way he has done it and what he is doing about it.

The man of millions can wear but a single suit at a time. If he tries to consume food in accordance with his ability to pay prodigality produces its own punishment. Exploitation in luxury merely exemplifies the superiority of the simple life. In earlier years of privation it is a common ambition to get rich and quit work, but when riches are realized it comes to be understood in the exercise of sound discretion that idleness is wretchedness and that occupation is the requirement of tolerable existence.

In final analysis it may be assumed that the success and satisfaction most cherished by Mr. Maytag is not due to his inventory. Few realize better the profound truth expressed by the highest authority, "A man's life consisteth not in the abundance of the things which he possesseth." Else why should he have said on the outpouring of affection and appreciation on the part of his friends, "This is the happiest day of my life." Not a dollar had been added to his holdings. There was no

money value in this satisfying demonstration. If he would he could not have capitalized its fervency. It comes into human consciousness many times in life that the value of money and of property palls in the presence of more precious possessions unpurchasable on a money basis.

The Maytag benefactions bulk large in this picture. They bespeak the exercise of abounding generosity directed by painstaking and intelligent discrimination. While these great gifts are outstanding in importance and in public recognition other relations with his fellow men are more outward and visible signs of inward grace and generosity of spirit. Division of wealth with great agencies of public usefulness cannot be minimized. A more intimate and gracious character, however, is that which makes it possible for large numbers of men to enjoy with their families a scale of living which promotes comfort and relieves domestic anxiety. Evidence of grace and generosity of spirit is also found in one who soothes the sorrows of deserving souls who have manfully striven and met with material misfortune.

It is not in the nature of the situation for a man in business to conceal meanness of spirit from his associates and subordinates. He may with considerable success, perhaps, put up a false front with intent to deceive the public but this deception does not register on the working premises. One does not need to proceed far in familiarity with the Maytag organization in its various departments to understand that harmony is out-

standing and mutual regard distinctly in evidence. There is abounding an atmosphere of loyalty and cheerful coöperation. Men and women apply themselves with pride of achievement under no lash of tyranny, no unreasonable demand upon their personal equipment. There is no fawning nor cringing in the picture. Workers do their best not because they have to but because they want to. They appreciate the sympathetic attitude of the management which carries them through periods of underproduction because of illness or other incidental interruption. A kindly chief is easily approachable in cases of personal emergency.

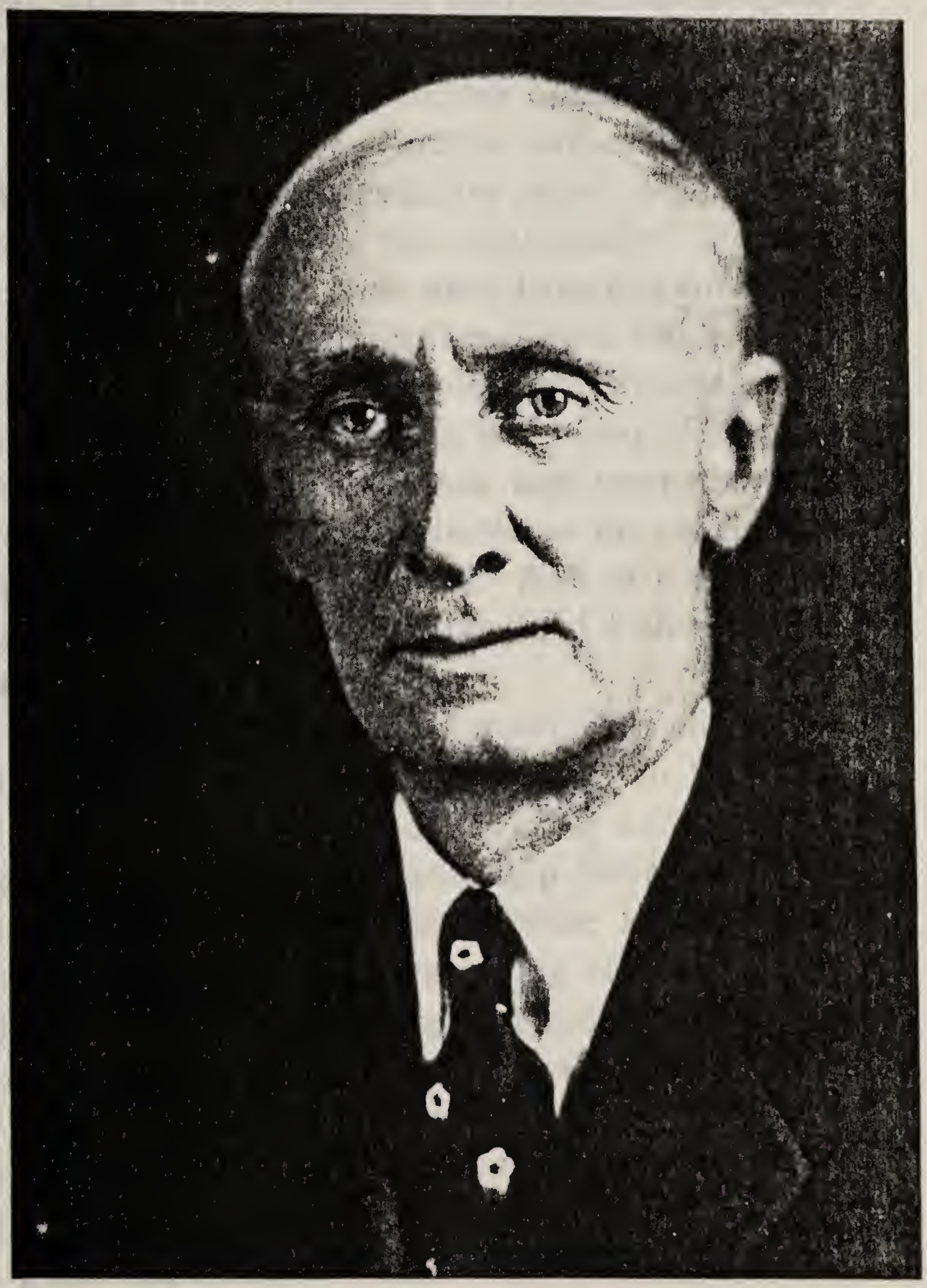
At every stage of his eventful industrial career this employer has frequently taken occasion to express his obligation to those who have labored with him in shop or office or field in the establishment of great success. And there is much record evidence to the effect that this sentiment has found expression in deeds of helpfulness as well as in words of acknowledgment. To this man friendship is a precious possession and it is his purpose and practice to make friends of his fellow workers.

Mr. W. I. Sparks, secretary in the Maytag organization, without the knowledge of his chief and entirely upon his own initiative places in the hands of the author interesting testimonial. He says, "it has been my very good fortune to have been a member of the great Maytag organization for the past thirty-five years." He counts it "a great privilege to work for F. L. Maytag and with him intimately and to admire him and love him as an employer and as a friend."

Through all the stress and strain of the dark days of doubt and disaster this man has touched elbows with his employer in the close fellowship of mutuality of purpose and there has been no variation or shadow of turning in personal regard and in enduring confidence.

"This organization," says Mr. Sparks, "is an outstanding exception to the rule that there is no sentiment in business. It has been built largely around one man and it is more like a large family. In fact Mr. Maytag likes to call it the Maytag family. As an employer he has not a peer, always thinking of his employes and trying to help them, insisting that their remuneration be well above the average." It is the opinion of Secretary Sparks that through this spirit, generous and sympathetic, the organization has weathered the depression without substantial loss. "Is it any wonder," he says, "that this organization as a whole, employes, salesmen, dealers and all, is one of the most loyal in existence today." "This is only part of the story," says this veteran staff member. "There have been innumerable cases outside of our organization where aid and comfort and enjoyment have been generously supplied by Mr. Maytag without publicity."

The reader will recall that in Chapter VII it is recorded that at the opening of the second year of the operations of the Parsons Company F. L. Maytag was installed as general manager. Also that at this time an abandoned and dilapidated building of the extinct Newton Stove Works was occupied for initial manufacturing operations. At that time, as stated, a com-



W. I. Sparks, Secretary.

bination stenographer and bookkeeper was installed.

Well, Miss Anna Griebeling qualifies as this original employe and through all the intervening years she has remained a member of the Maytag organization.

In personal interview it seems difficult for Miss Griebeling to summon vocabulary equal to her desire for expression concerning this relationship. She says she has never received a cross word from this employer. In her estimate he is a perfect employer. He has sympathetic understanding of employment situations and circumstances. He is just in his judgments of employment relationship. He is human and sympathetic in his requirements. He is charitable in his conclusions and generous in a financial way. And in conclusion: "I have worked for him since 1894 and a nicer man to work for could not be found."

It may well be wondered if many men among the larger employers of this country could so favorably pass in such searching scrutiny. During a considerable portion of this working relationship there was much to disturb equanimity and to promote irritation. In such experience not many men are immune to the frailty of hasty judgment and hot speech. How frequently may it be said under such stress and strain there was never a cross word spoken to an intimate employe in forty-one years. Is it frequent that employers on the spot, as it were, in such examination can qualify as just and generous, sympathetic and understanding. In deliberate estimate as to character and temperament there is more in this simple story of Miss Griebeling than

in pages of praise from those less qualified to speak.

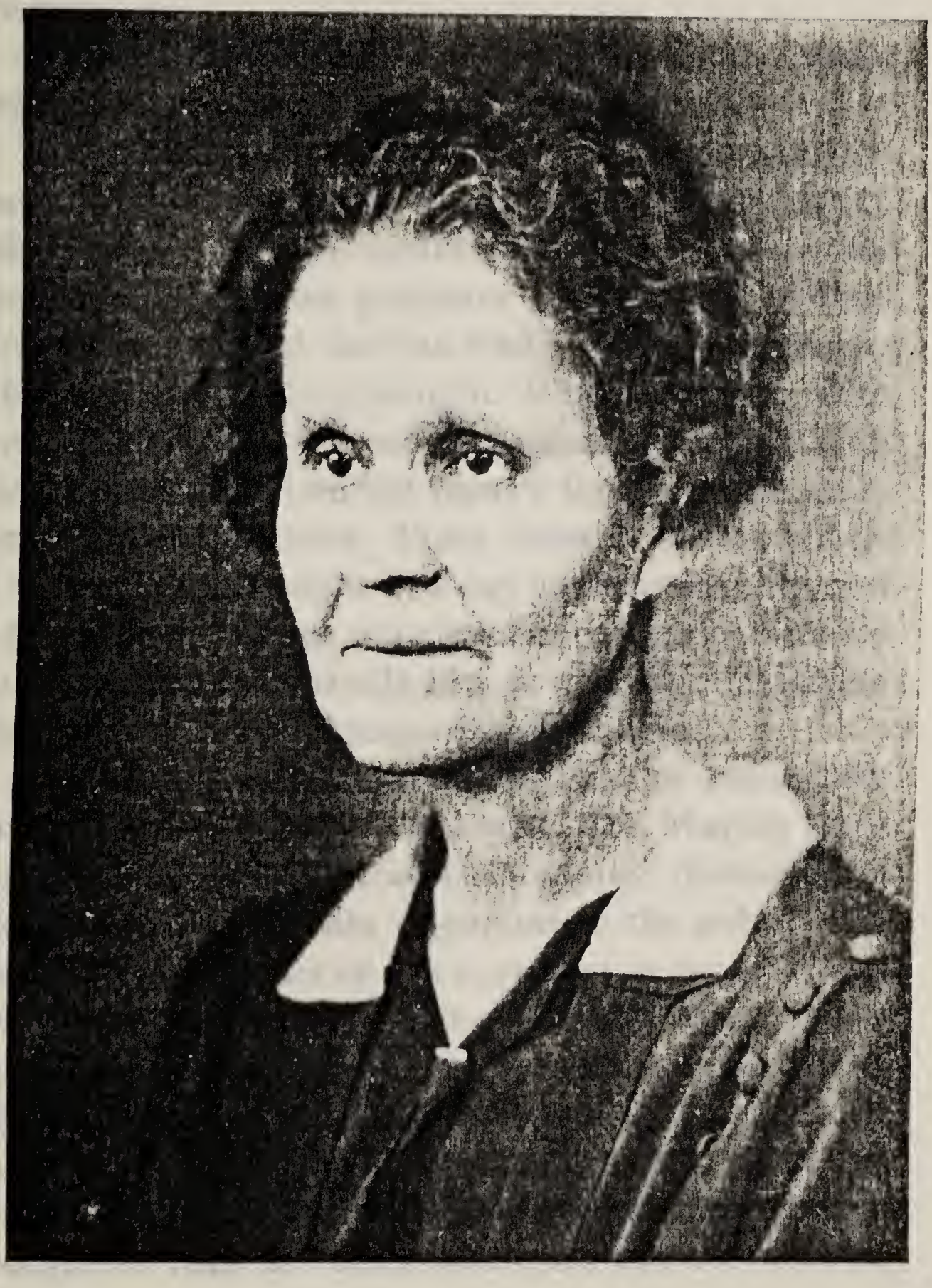
For years it has been the privilege of this faithful employe to resign with assurance of ample support from the Maytag organization during the remainder of her life but she prefers to remain and to serve in the genial atmosphere of the Maytag organization.

The mechanics of great accumulation may seem simple to the uninformed. The cynical or the envious find it easy to assume the exercise of illegitimate means. Others may find explanation in the "breaks" of destiny, the agency of luck. The exploitation of rare shortcuts tends to obscure experience real and usual.

It should be more generally understood that while many aspire and strive and sacrifice to win the greater prizes of industry comparatively few escape from the pitfalls of misfortune and failure. The landscape is dotted with wrecks of structures serving as monuments to industrial disaster.

As a matter of fact almost every case of successful fortune building has a distinct background of privation, sacrifice, struggle and tribulation. In this process the chief ingredients are unquenchable aspiration to achieve supported by determination that will not be denied.

This situation is conspicuously exemplified in the career of F. L. Maytag. As he now flies high in the amiable atmosphere of established industrial triumph there is in the picture little to suggest underlying factors, the grim struggle with the forces of defeat running through a period of dreary years in the shadow



Miss Anna Griebeling.

of debt and discouragement sometimes bordering on despair.

Speaking of this experience in later years Mr. Maytag publicly said:

"Many times, it was impossible for us to see our way out of certain situations. Sometimes I would wonder where our next payroll would come from and where we could get the money necessary for materials. Many times have I envied the man who worked in the street. He could at least sleep at night. When certain troubles arose in the shop, I found it necessary to put on shop clothes and to go into the factory for days, and sometimes weeks, at a time. Many times in the early days I have ridden all night in a day coach to save the cost of a pullman. I have started out on long trips with my meals tied up in a bundle to save the cost of eating on the diner or in any expensive hotel or cafe."

While such foundation is essential to success the superstructure is of vital concern. The Maytag spirit and the Maytag industries have applied themselves to achievement inherently important to the public welfare. Every product of this organization made its way with the public on the merit of intrinsic value. Guaranty that actually guarantees is behind every article. Sharp practice, tricks or traps are not in the program of F. L. Maytag. The dirty dollars of intrigue and chicanery do not pollute his possessions. He has never sought to reap in riches where he has not sown in service.

In this spirit and purpose it has been shown that

Maytag in his railway catastrophe stood a loss of nearly half a million of dollars rather than to betray his minority stockholders. It has been known that he restored to losers in the automobile fiasco, as he terms it, a very substantial sum lost with him, but for which he was held neither legally, morally nor sentimentally by his associates in disaster. There was more than personal interest at stake when he used without limit his vast capital and credit to save the Jasper county banking situation from utter collapse. The lines of least resistance have for him no winning appeal when the more rugged path leads to righteous results. The power and prestige that comes to great business success he has never used to oppress or to punish unjustly any man with whom he has dealt or associated.

In view of the outstanding record, the way he has won and the use he has made of his winning, is not Fred L. Maytag fairly entitled to the success that has come to him, in the stewardship of a great fortune? And in view of this record who shall say he may not truly be written "as one who loves his fellowmen." And "may his tribe increase."

The Maytag fundamentals of work, optimism and determination, supplemented by genius in leadership or the faculty for getting things done, have served well and faithfully his own generation and others to follow. In calm contemplation of this life work may it not reasonably be wished that Senator Maytag be permitted for yet many years to continue in what he terms as "plugging along — just plain plugging along."

ADDENDA

THE MAYTAG FACTORY

THE "MAYTAG way of doing things" has become famous throughout the country. Leading industrial engineers and representatives from many colleges and universities are frequent visitors to the Maytag plant to learn the newest and best in foundry and machine shop practice. Maytag methods have been largely written up in various trade journals, that other industrial plants might learn of better ways of doing things.

The Maytag grey iron foundry has been called the "most modern in the country of its type." Every possible mechanical device is used to insure the quality of the product and better the conditions of the worker. Materials are brought to the worker on conveyors. It is not necessary for the worker to move from his machine. All of his energy is expended in productive labor.

Under normal conditions 250,000 pounds of grey iron are melted each day. A ton of metal is fed into the cupola approximately every four minutes. The temperature of the cupola is 2,450 degrees. Eighteen minutes after the grey iron has been fed into the cupola it is removed from the sand mold as a finished casting and transferred by gravity conveyors from the molding floor to the cleaning and grinding room, directly underneath. Here the castings are sorted, cleaned, ground, and inspected. They are then ready for delivery to the machine shop.

The equipment and method of handling throughout the entire foundry, from cupola to final inspection of the castings, must be such that this metal can be taken care of without any loss of time in any operation. There is a continuous flow of metal from the cupola from starting time in the morning until quitting time at night.

The heat of the iron is carefully modulated as is the blast through the iron in the process of melting. The molten mass is delivered by electric crane from the cupola to the molding floor, where it is poured into the sand molds. The sand handling equipment is of the latest type and takes the used sand through a revivifying process and delivers it back to the molder in proper condition. Electric cranes are used for charging the cupola and handling the pig iron as well as the molten iron.

Test bars are taken from the heat daily to verify correct analysis such as hardness, strength, durability, etc. Men to the number of 530 are employed in the foundry for a normal day's run and 800 tons of sand are used every day.

Conditions are somewhat similar in the aluminum foundry, except that aluminum melts at a much lower temperature; namely 1,320 degrees. Where coke and limestone are used to melt the grey iron, the aluminum is melted in a battery of oil furnaces which vaporize fuel oil. Aluminum to the weight of 110,000 pounds is melted in an ordinary day's run. Approximately 6,000,000 pounds are kept on hand. At various times

more than $1,000,000 worth of aluminum has been stored in the Maytag yards.

To melt aluminum each oil furnace is equipped with a thermo-electric pyrometer, which registers the temperature of the metal at all times during the process. Two wires of dissimilar metal are joined at one end, and this end is immersed in the molten metal while the cold ends outside are connected to a sensitive recording instrument. The recording instruments are kept in a special room where a check can be made at any time on the heat of the metal. With this method The Maytag Company has a direct means of measuring the temperatures on an electric instrument which can be graduated in temperature degrees. Just before the metal is poured a portable hand pyrometer reading is taken as a double check on the temperature.

The sand molds are placed on a conveyor by the molders and run only a short distance, where they are poured by the men handling the molten aluminum. It hardens in a few seconds and is automatically carried down to the shake-out men by whom it is dumped on a grate, the sand falling through the grate which is directly over a wide flat belt running horizontally under the floor. The casting is placed in a chute and is carried on a conveyor to the grinding and polishing room. When the sand on the conveyor belt reaches the elevator it is picked up by a cup lifting belt and carried up to a hopper and dumped through a screen. An overhead belt conveyor system takes this sand through the revivifying process, similar to the sand used in the grey

iron foundry, after which it is tested mechanically for dampness and strength, on its way to the individual molding machines. The type of molding used in both foundries is known as "sand cast molding."

In the machine shop the men stand at their machines while the materials are brought to them on conveyors for processing. By the conveyor system the time in handling material in process is held to a minimum. The machinery is arranged in straight lines. Each line has its own supervisors and inspectors and is complete for finishing its particular job. Special machinery is used for each detail. Unique shapers are used for gear cutting, special tooth-rounding machines for certain types of parts, and one machine is for the peculiar purpose of making sure that every tooth on every gear is correct. To the number of 75,000 individual castings are turned out in an ordinary day's work in the machine shop, requiring more than 300,000 different operations. The figure 75,000 includes all castings which are machined in Maytag shops. Brass, malleable iron and steel castings are not produced in Maytag foundries.

The Maytag factory uses what is known as "straight-line production methods." After the cast aluminum tub reaches the assembly department, having been given a serial number, it starts down on a gravity conveyor which takes the tub past men whose particular work is to attach and assemble individual parts or assemblies necessary to make up the complete washer. As the washer progresses toward the point of complete assembly it is carried on its route by gravity and power

conveyors. This system requires small floor space, providing for high production and 100% assembling and inspection efficiency.

The gears for the power assembly unit are matched in pairs, and also especially tested under sensitive recording instruments for smooth, quiet running and general inspection. This operation, as well as the complete assembling of the power unit, the gears, worm shaft, and thrust bearing, grease, etc., is carefully checked. After each part is assembled it is checked and rechecked by inspectors equipped with dial indicator guages made especially for the job. Having been completely assembled and inspected the power unit is run on block test, to make sure once more that it functions perfectly.

When the washer has been entirely assembled it goes through the paint department. It is first thoroughly washed, cleaned, and inspected. When dry it is put on a conveyor and sent to the turn-table where the primer coat is applied. Following this process it passes through an oven heated to 210 degrees Fahrenheit, drying in about 37 minutes, after which it is given a coat of glazing. The washer being still warm, the glazing soon dries. It is then thoroughly sanded and cleaned with compressed air, a finish coat of lacquer is applied, and it passes through an oven heated to 140 degrees Fahrenheit. After passing through the oven the washer is then carried on conveyors where the wringer rolls are assembled, and from there to transfer men who apply the transfers. The washer, still on the conveyor, is carried to men who install the gyratator and attach the electric

motor and board assembly, or the multi-motor engine, the electric motor having been given a watt meter test prior to assembling the washer. The next operation is inspection of bolts to see that they are properly tightened, the electric motor or multi-motor engine properly lined up, and that assembling in general is correct. Now the washer leaves the power conveyor and the service legs are automatically removed, and the washer placed on the crate bottom. The washer is now ready for the final inspection room.

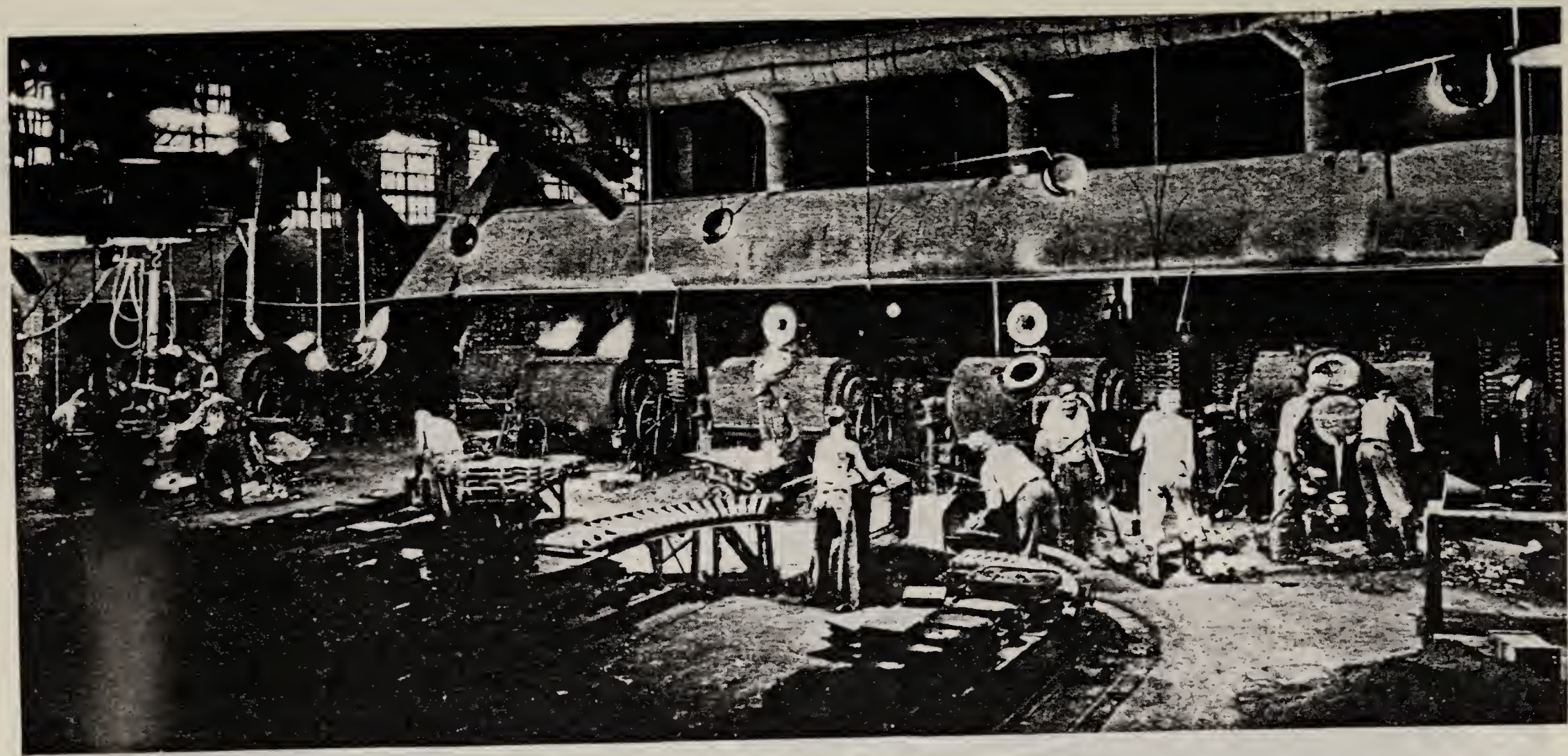
Every complete washer must pass through this room and is thoroughly inspected for mechanical perfection, paint, and appearance. The wringer, tub, center assembly, and gyratator are all tested. Every washer is tried out over a special electric instrument board to determine by watt reading the amount of electric power consumed in proof of mechanical perfection. The process applies to the motor, washer in operation in and out of gear, and with and without wringer.

After the final inspection each crated washer is carefully inspected for defects in the crate and to make sure that it is intact, also to see that the tags are properly attached and the serial number tag is in place. The final and last inspection comes as the washer is being loaded into the car. The man receiving the crated washer from the chute inspects it for possible broken crate boards, and to see that the motor is attached, that the wringer is in place, and that there is no shortage.

Following are listed the approximate quantities of materials used in production of the Maytag washer:

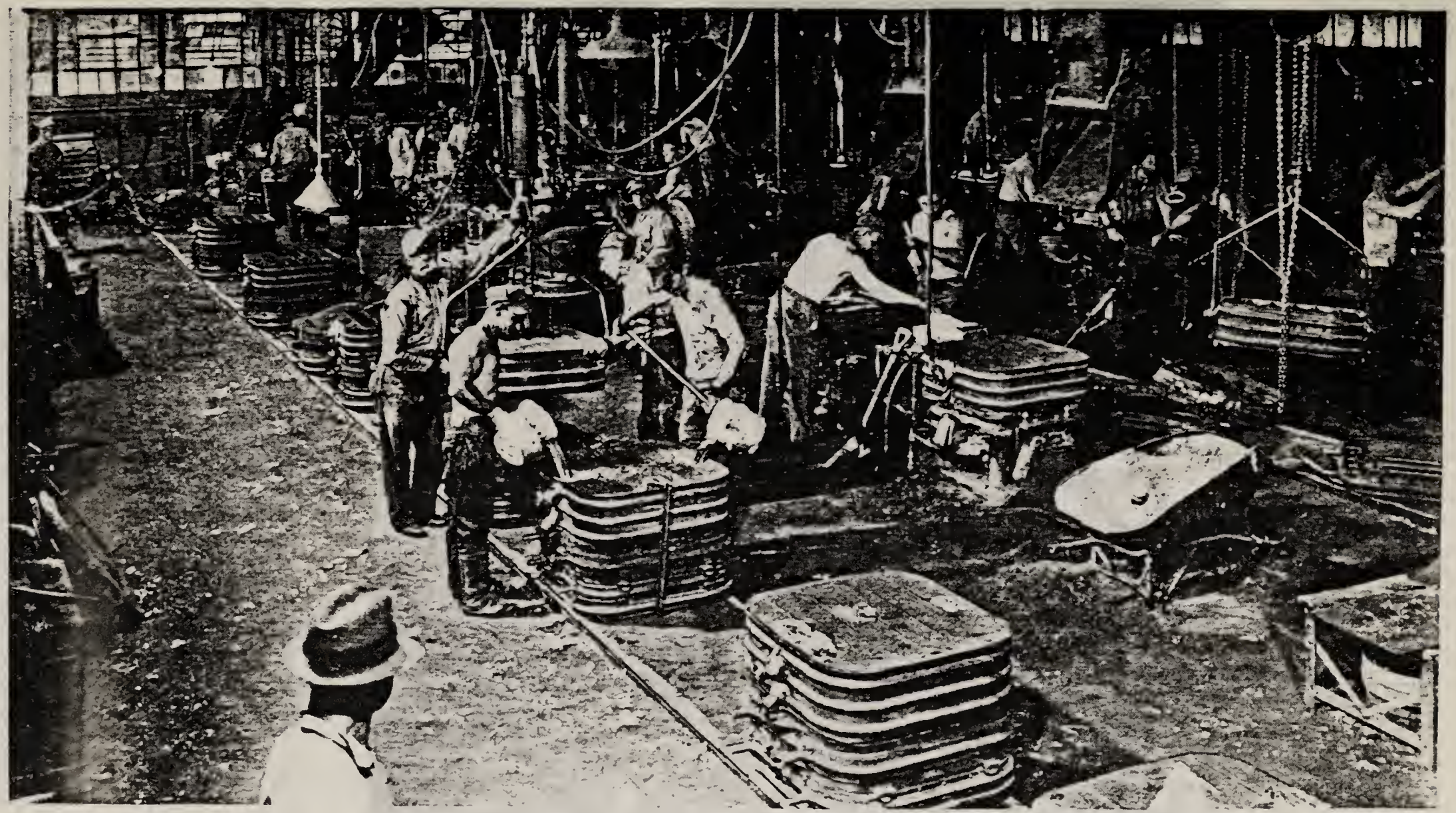
THE MAYTAG GREY IRON FOUNDRY.

In the background you may see one of the mono-rail cars bringing molten iron to the men who pour the molds from the small ladles. The molds are made, poured and go to the center of the room. There the castings are shaken out of the sand, go through a chute to the floor beneath where they are placed in "rattlers" to remove sand and where edges are smoothed on power grinders.



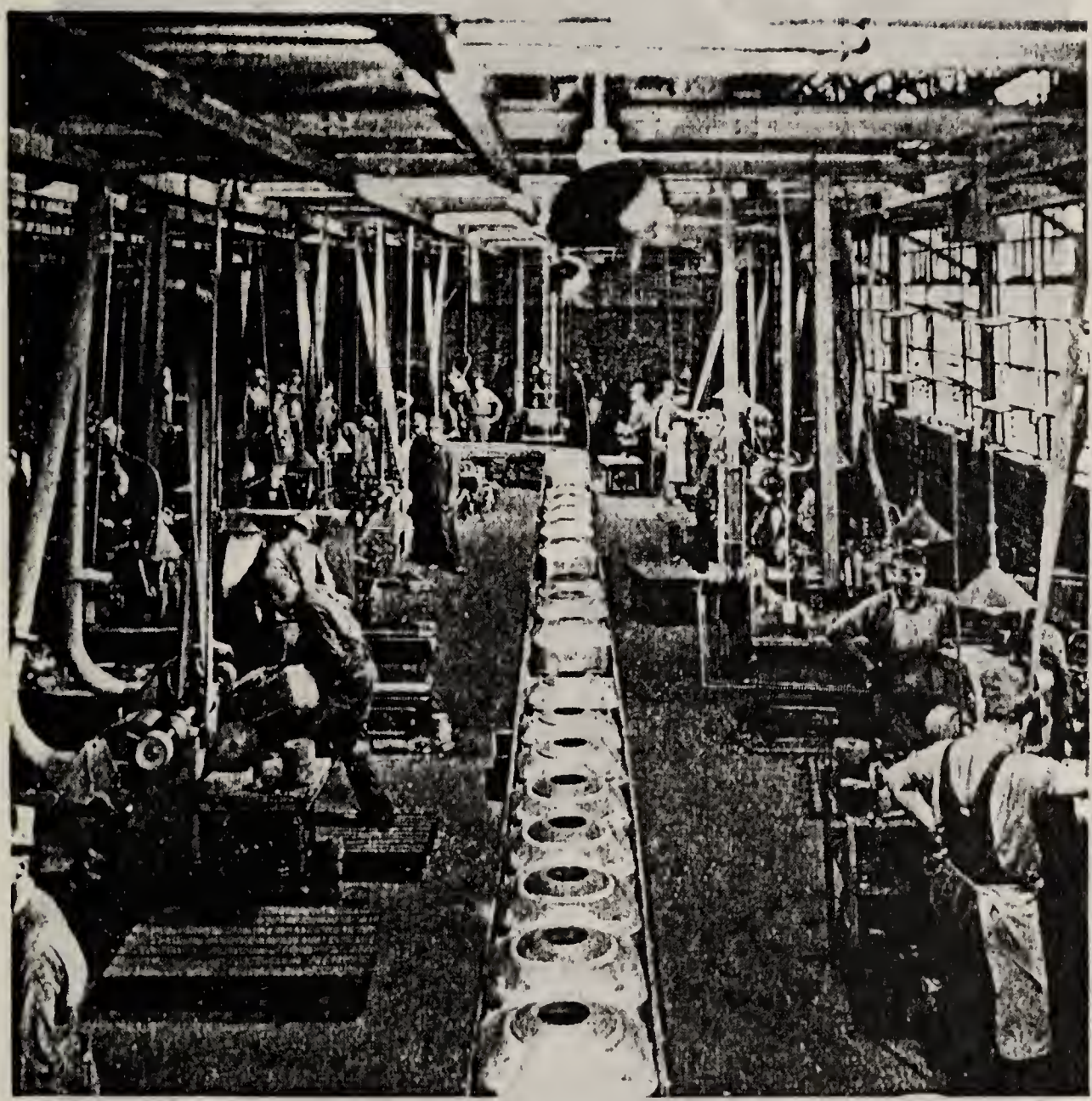
THE MAYTAG ALUMINUM FOUNDRY

is one of the largest in the country. Shown here is a battery of oil furnaces which melt daily in excess of 100,000 pounds of metal. In the foreground the poured molds are seen as they reach the "shake-out" men. They dump the molds over a grating in the floor and place the castings on a conveyor that takes them underground to the aluminum grinding department. The sand from the molds falls through the grating to a belt which takes it through a tempering and revivifying process before it is again returned to the molders.



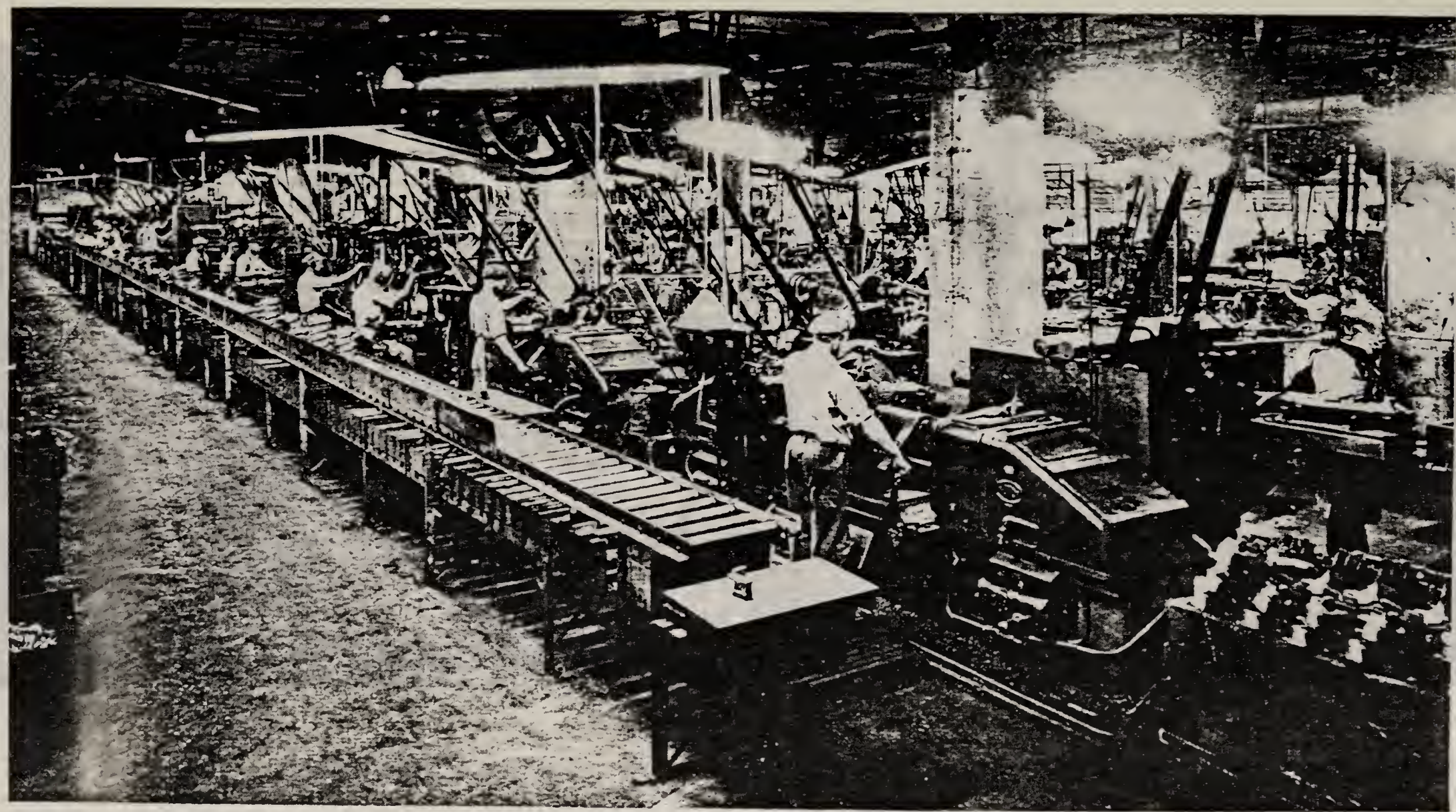
Pouring the One Piece Cast Aluminum Tub in the Maytag Aluminum Foundry.

The poured tub casting travels only a few feet before it has cooled sufficiently to be shaken out of the sand mold.



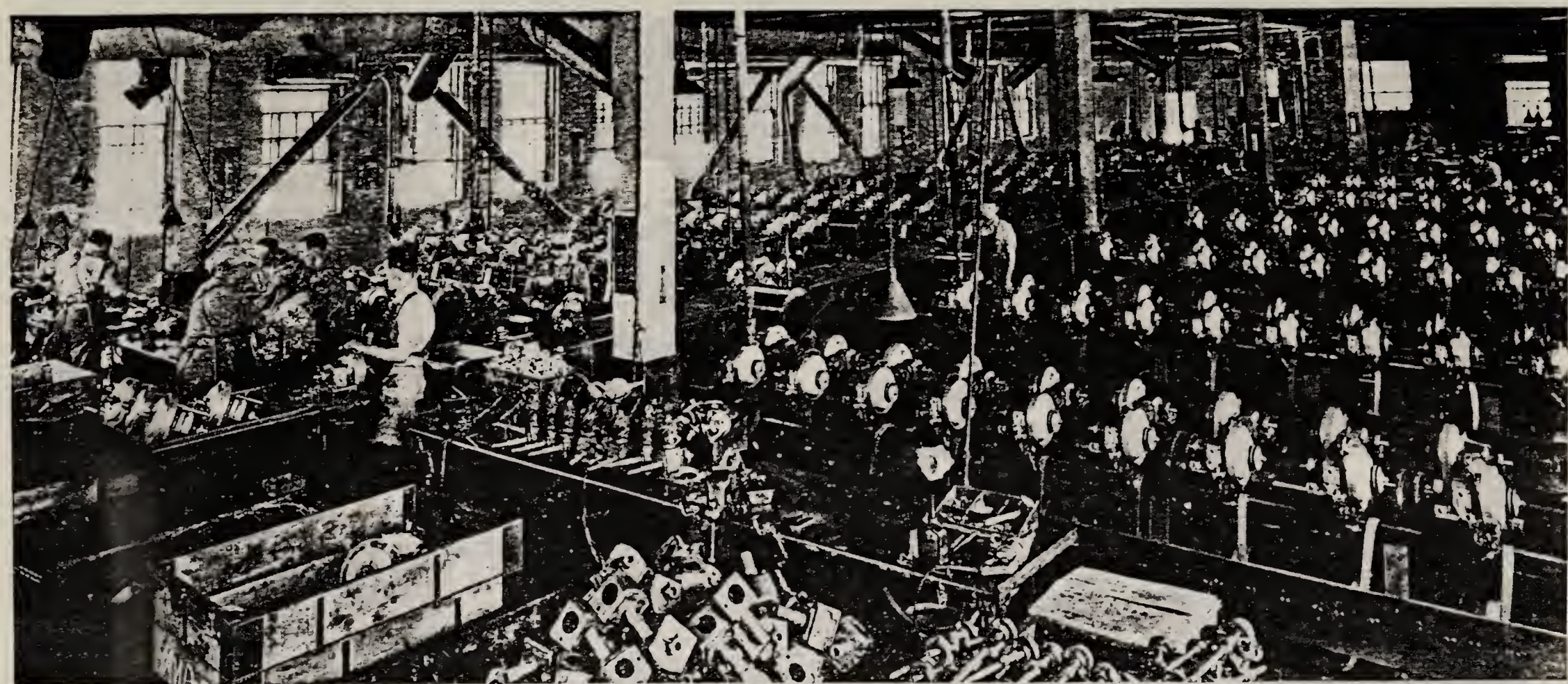
THE ALUMINUM GRINDING ROOM.

The tubs in the picture here have been ground and polished and are seen going through the final operations before the serial numbers are stamped in and the assembling operation started.



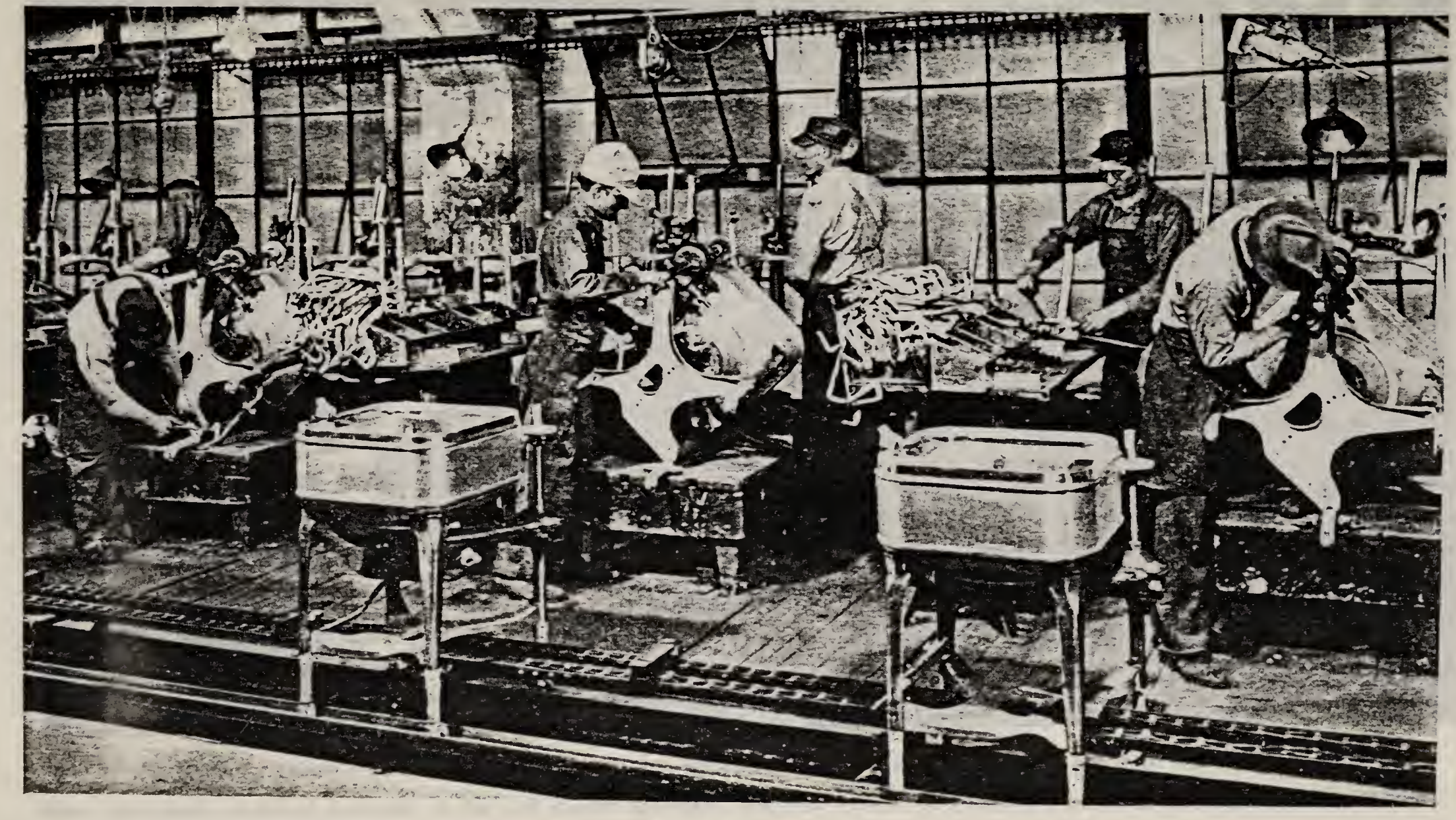
View in One of the Machine Shops.

Every day 75,000 castings receive more than 300,000 machine operations in Maytag machine shops. Every type of modern equipment is used and tolerances are held to fractions of 1/1000 of an inch.



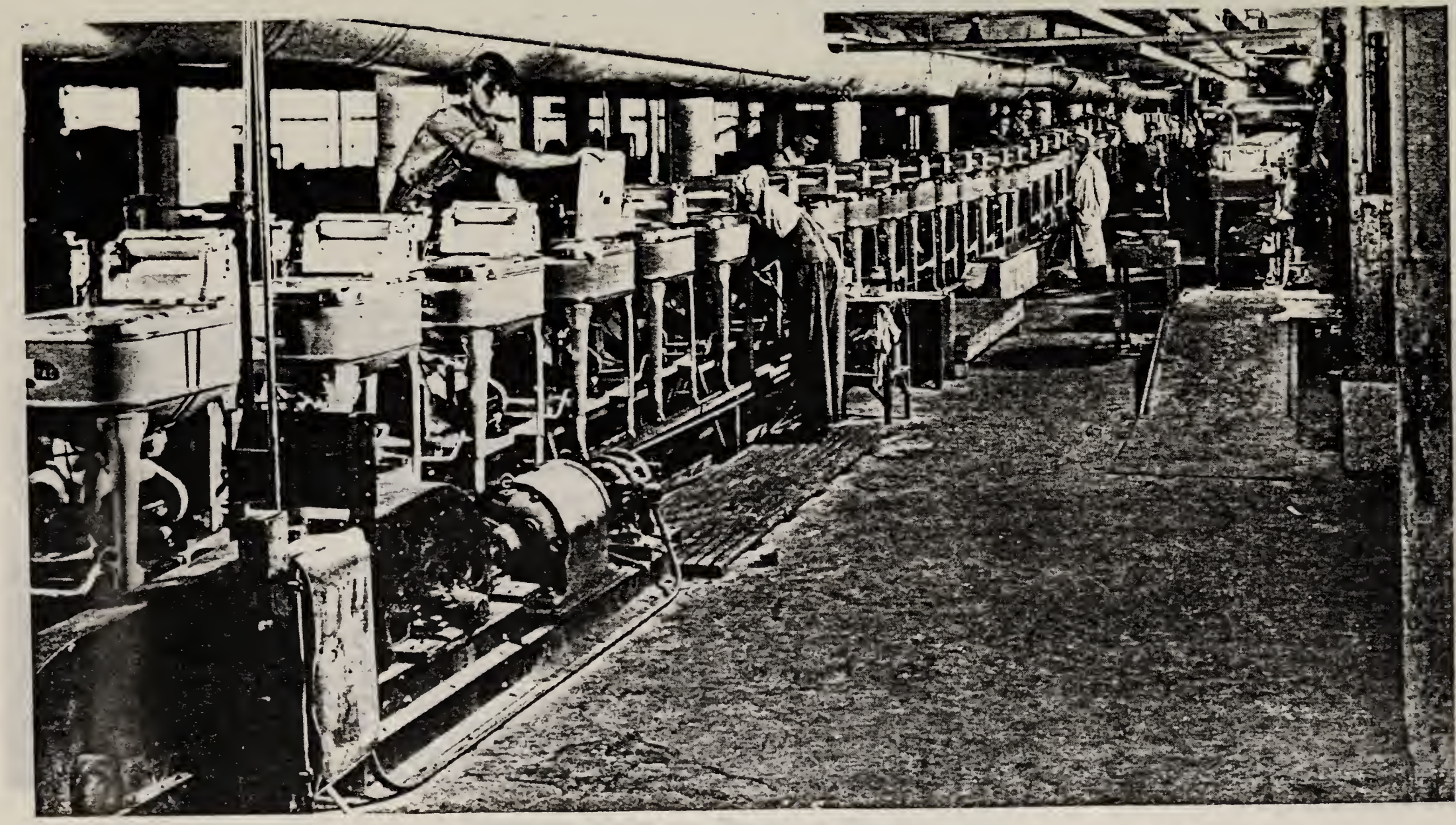
MULTI-MOTOR ENGINE DEPARTMENT.

Maytag is the world's largest manufacturer of single cylinder and two cycle engines. The Maytag Multi-Motor, for homes without electricity, has been developed to its present high state of perfection over a period of more than twenty years, — a simple dependable engine built for women to operate.



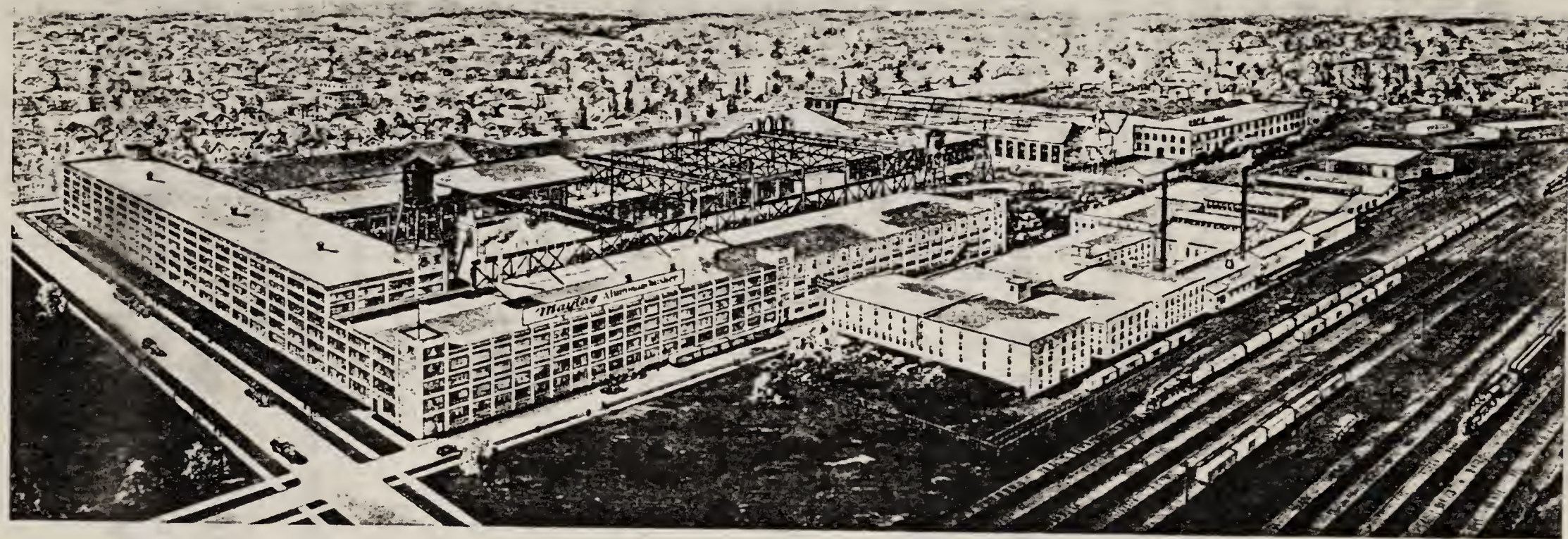
THE ASSEMBLY LINE.

Here the washer begins to take form with the assembling of the finished parts.



Less than 30 Seconds between Finished Washers, as they Come Off this Assembly Line.

Here are shown finished washers at the end of the assembly line just before being routed to the final inspection department.



Birdseye View of Present Plant, 1934.

Prior to construction of new office building.

Grey iron melted daily, 125 tons.

Aluminum melted daily, 60 tons.

Castings produced per day, 50,000.

More than a car of crating material daily.

Bolts every day, 120,000.

Bronze bearings per day, 25,000.

Carload of electric motors every two days.

Carload of wringer rolls every 1 2/3 days.

Paint material per week, 2,000 gallons.

Cars of coke per month, ten.

Cars of molding and core sand per month, fourteen.

Miles of drain hose per month, ten.

Miles of steel tubing per month (for extension legs and wringer supports), twenty-five.

Two carloads of furnace oil per week.

More than one carload of cold rolled steel per week.

One carload magnetos every ten days.

Miles of V belts per month, eighteen.

Two carloads exhaust hose for multi-motor per month.

Three or four cars paper cartons per month.

One carload excelsior pads per month.

Two carloads casters, per month.

One carload brass tubing per month.

One carload pulleys per month.

One carload aluminum tubing every two months.

Five carloads gasoline per month.

In every department in the factory the welfare of the worker has been considered. Lockers are provided for men's clothing and small tools; shower baths are

provided in the foundries; heating, lighting, and ventilation are of the best and lavatory facilities are at the convenience of every worker. Every possible consideration is given, not only to the product but to the welfare of every worker in the Maytag factory.

The safety of employes is a matter always receiving first consideration from The Maytag Company. Foundries and machine shops, in fact every department in the factory, is adequately protected with safety devices. Accidents are rare. As proof of the effectiveness of Maytag safety policies, the Maytag rate on compensation insurance, in this, one of the world's largest companies, is the lowest of any industrial plant in the country.

There has been in this section reference to widespread interest on the part of representatives of colleges, manufacturers and trade journals in this model plant and the Maytag way of doing things.

It may also be noted that thousands of visitors in other walks of life have annually gone through the Maytag works with much evident satisfaction. Most of these visitors were women who understood the practical importance of this outstanding Maytag product to the home and who substantially appreciate more intimate knowledge as to methods of manufacturing. By these visitors it is frequently stated in effect: "I have wondered why a Maytag costs what it does, but after seeing the fine workmanship and high grade material entering into its construction I wonder it does not cost a lot more."

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